

**CITY OF UKIAH
CITY COUNCIL AGENDA
Work Session
Ukiah Valley Conference Center
200 S. School Street
Ukiah, CA 95482
February 27, 2017
9:00 a.m.**

WORKSHOP

- 1. ROLL CALL AND PLEDGE OF ALLEGIANCE**
- 2. NEW BUSINESS**
 - a. Discussion and Consideration of the Fiscal Year 2017-18 Budget Kick-off and 2016-17 Mid-Year Review. *
- 3. ADJOURNMENT**

**Please find attached the detailed schedule of events per the request of the City of Ukiah's Department of Finance Budget Team.*

Please be advised that the City needs to be notified 72 hours in advance of a meeting if any specific accommodations or interpreter services are needed in order for you to attend. The City complies with ADA requirements and will attempt to reasonably accommodate individuals with disabilities upon request. Materials related to an item on this Agenda submitted to the City Council after distribution of the agenda packet are available for public inspection at the front counter at the Ukiah Civic Center, 300 Seminary Avenue, Ukiah, CA 95482, during normal business hours, Monday through Friday, 8:00 am to 5:00 pm.

I hereby certify under penalty of perjury under the laws of the State of California that the foregoing agenda was posted on the bulletin board at the main entrance of the City of Ukiah City Hall, located at 300 Seminary Avenue, Ukiah, California, not less than 72 hours prior to the meeting set forth on this agenda.

Dated this 23rd day of February, 2017.
Kristine Lawler, City Clerk

City of Ukiah
Fiscal Year 2017-18 Budget Kick-off and 2016-17
and 2016-17 Mid-Year Review
February 27, 2017
9:00 AM – 4:00 PM
Ukiah Valley Conference Center



SCHEDULE OF EVENTS

Support documents online at: <https://cityofukiah.box.com/v/budgetworkshop>

MIDYEAR BUDGET REVIEW

- | | |
|--|--|
| 1. Opening remarks: 2016-17 mid-year review
<i>9:00-10:00 AM</i> | <ul style="list-style-type: none">• City-wide Mid-year review• Cost allocation plan review• CIP review |
| 2. Department/division update
<i>10:00-Noon</i> | <ul style="list-style-type: none">• Update on 2016-17 goals and objectives• Breaks in between |
| 3. Lunch
<i>Noon-1:00 PM</i> | <ul style="list-style-type: none">• Working lunch• Time catch-up if running late |
-

BUDGET PLANNING KICK-OFF FISCAL YEAR 2017-18

- | | |
|---|---|
| 4. Council goals and objectives review
<i>1:00-1:30 PM</i> | <ul style="list-style-type: none">• Brief review of goals• Comment period and consideration of additional goals and objectives |
| 5. Ad Hoc Report
<i>1:30-2:00 PM</i> | <ul style="list-style-type: none">• Update on budget development• Budgeting 101• Theme ("Values") |
| 6. Department Priorities, Goals, and Objectives for Fiscal Year 2017-18
<i>2:00-3:15 PM</i> | <ul style="list-style-type: none">• Presentation of preliminary department/division goals and objectives |
| 7. CIP planning
<i>3:30-4:00 PM</i> | <ul style="list-style-type: none">• Discussion of projects and other capital items considered for fiscal year 2017-18, <i>focus on equipment and vehicle needs</i>• Discussion of framework for presenting capital projects for Council consideration |

MIDYEAR REVIEW
FISCAL YEAR 2016-17

Quarterly Financial Report

Second Quarter, 2016-17

THIS REPORT

Management of the City of Ukiah is pleased to present this quarterly financial report on the activities, condition, and budgetary highlights for the second quarter of fiscal year 2016-17 covering the period of July 1, 2016 through December 31, 2016.



City of Ukiah

Tel 707.463.6200

300 Seminary Ave
Ukiah, CA 95482

www.cityofukiah.com

Contents

To Our Community _____	1
Financial Summary _____	5
Financial Statements and Schedules _____	6
Notes to Financial Statements _____	24
Ukiah City Council and Treasurer _____	25
City Executive Management Team _____	26
City Contact Information _____	27

"The City budget is a comprehensive policy document and spending plan outlining the priorities of the City Council."

To Our Community

Strategic Highlights

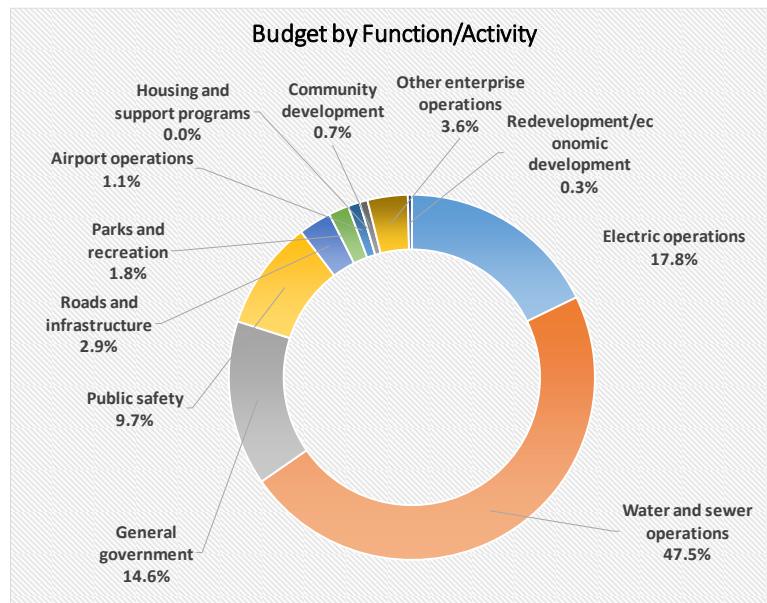
The Ukiah City Council, through a strategic process of discussion, observation, and education, has developed the following set of focused priorities that help guide the development and implementation of policies, activities, and programs. These four areas are in no way all-encompassing of the City's scope of work nor are they finite; rather, the strategic planning process is considered evolutionary and vision-based. All of these areas work to further promote the vibrancy and sustainability of the Ukiah community and the organization.

- Develop a prioritized plan for maintaining and improving public infrastructure.
- Planning Valley-Wide takes place based on sound planning principles.
- Facilitate the development of a sound local economy that attracts investment, promotes economic diversity, supports businesses, creates employment opportunities, and generates public revenues.
- Council and staff work together to create a more responsive and effective workplace environment.

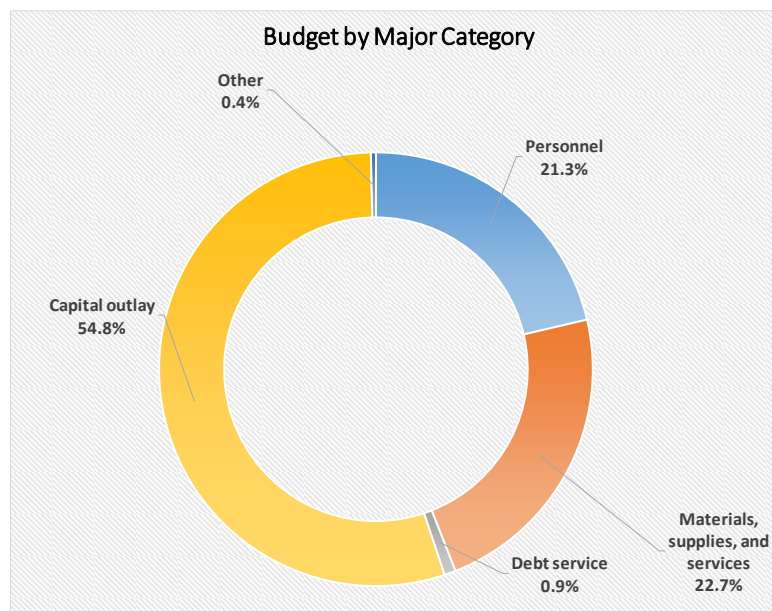
Budgetary Highlights

The City budget is a comprehensive policy document and spending plan outlining the priorities of the City Council. The original adopted operating and capital budget for fiscal year 2016-17, was \$51.6 million and \$16.4 million, respectively, for a grand total of \$67.99 million. It was since amended to include, among other things, the waste water enterprise funds and anticipated recycled water fund. The total amended budget as of December 31, 2017 was \$116.6 million.

The following graph illustrates where the City Council has appropriated resources by major function or activity. For clarification, activities classified as "general government" include capital projects and programs not related to specific functions/activities (such as electric operations or parks and recreation), internal services, special projects, and general governance (legislative and administrative).



The graph below illustrates how those same appropriations are broken down into major categories.



Operating Highlights

The City engages in numerous activities during the year, offering services and programs to its residents and the greater community as a whole. From law enforcement and public safety to recreation programs, we are a full-service City, a regional economic hub, and a municipal organization of caring and dedicated professionals. Operating highlights for the first half of the year include:

- Initiation of user rate reviews with an emphasis on long-term revenue and cost forecasting. The most substantial review initiated (and completed) was of electric user rates.
- Evaluation and strategic planning to address increased public safety concern, most notably surrounding the growing transient population in the City.
- The successful recruitment of a new Finance Director to the City and the reorganization of the Finance Department to better meet the needs of departments and functions within the organization, the City Council, and the community.
- Continued emphasis on economic development, including developing and implementing strategies to retain and attract business to the City, improving quality of life for all Ukiah citizens.
- Strong emphasis on housing:
 - Securing former redevelopment unspent housing bond proceeds to deploy in helping families and seniors find housing in the City.
 - PEP project, 42 new units of senior housing.



Our Core Values:

PROFESSIONALISM

SERVICE

TEAMWORK

INNOVATION

SAFETY

Core Values

Our core values are what drive us to better serve our community by creating a culture of positivity, inclusion, and professional betterment. These values are as follows:

- Professionalism. We demonstrate this through proficiency, reliability, and our drive to make opportunities happen.
- Service. We inspire confidence in our organization and our team members by consistently providing exceptional service.
- Teamwork. We believe in creating an environment that fosters teamwork and processes that support equal opportunity, collaboration, and commitment to common goals.
- Innovation. We work to discover practical solutions, challenge prevailing assumptions, and create new ideas that prove useful.
- Safety. We strive to keep our community and our workplace safe and healthy.

More information on our core values can be found on the city's website, www.cityofukiah.com/eep.

Looking Ahead

The next quarter and beyond offers many opportunities for organizational development and process improvement. One of the most important and urgent priorities will be the development and implementation of a new budget process. We are excited about the benefits it will offer, including enhancing transparency of City finances and priorities and accountability for the activities the City engages in.

Further, we will continue to emphasize the following activities:

- Housing
- Economic Development
- Public safety
- Landfill closure
- Rate review, sewer
- Redwood Business Park right-of-way improvements



Sage Sangiacomo
City Manager
February 24, 2017

Financial Summary

In this section we report on the financial activities of the City as a whole (City-wide), at the individual fund level, and at the department level. Also included is information on the status of capital improvement projects identified by the City Council.

Financial highlights of the last six months ending December 31, 2016, including the following:

- Revenue city-wide of \$26.2 million outpaced expenses of \$24.7 million by \$1.5 million. This sustained critical reserve, working capital, and fund balance accounts, ensuring the City could fund operations meeting community needs.
- Capital expenditures were \$3.6 million, of which \$2.8 million was for infrastructure.
- The general fund and major enterprise funds remained well capitalized and able to meet its service demands.
- Top ten revenues of the general fund came in higher than the same period last year, driven by increasing sales tax and TOT revenue.
- Most departments and activities are on pace or under budget estimates. A few will be in need of further review and potential appropriation adjustments.
- Personnel expenses totaled to 48.9% of total City expenses. Materials, services, insurance, and supplies totaled to 43.5%, while interest on debt expense rounded out the remaining amount at 7.6%.

For More Information. This report is prepared by the City's Finance Department and is a summary based on detailed information produced by its financial management system. If you would like additional information, or have questions about this report, please call the Finance Department at 707.263.6220.



Daniel Buffalo, MPA, CPA, CGMA
Finance Director
February 24, 2017

Financial Statements and Schedules

The financial statements and schedules presented here are unaudited. For audited information, or to find greater detail, please refer to the City's Comprehensive Annual Financial Report (CAFR), which is released by December 31 following the end of the fiscal year.

City-wide

- Statement of Net Position
- Statement of Activities
- Capital Expenditures

Fund Schedules and Statements

- Summary of all Funds
- Major governmental and proprietary funds:
 - Balance Sheet/Working Capital
 - Statement of Changes

The General Fund

- Fund Balance
- Budget to actual
- Top Ten Revenues

The Enterprise Funds

- Changes to Working Capital
- Working Capital Over Time

Department Summary

- Budget to actual

Capital Improvement Update

- Project Budget, Schedule, and Status

City-Wide

STATEMENT OF NET POSITION

December 31, 2016

ASSETS

Cash and investments:	
Available for operations	\$ 51,999,509
Restricted cash	6,834,886
Receivables:	
Accounts, net	4,432,409
Property tax receivable	-
Interest receivable	120,283
Notes receivable	5,355,141
Grants receivable	39,753
Inventory and prepaids	1,378,946
Land held for resale	2,435,114
Capital assets not being depreciated:	
Land	4,273,008
Construction in progress	10,487,600
Capital assets, net of accumulated depreciation:	
Buildings and improvements	45,135,168
Infrastructure	100,085,334
Machinery, equipment, and vehicles	3,081,220
Total assets	235,658,371

DEFERRED OUTFLOWS OF RESOURCES

Deferred outflow of resources related to pension	6,788,616
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LIABILITIES

Current liabilities:	
Accounts payable	101,120
Accrued payroll liabilities	1,367,906
Interest payable	1,128,750
Deposits payable	271,599
Due within one year	-
Intergovernmental payable	-
Noncurrent liabilities:	
Due in more than one year	106,956,238
Net pension liability	39,939,090
Total liabilities	149,764,704

DEFERRED INFLOWS OF RESOURCES

Deferred inflow of resources related to pension	5,569,337
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NET POSITION

Net investment in capital assets	56,106,091
Restricted:	
Law enforcement	46,660
Fire protection	154,798
Parks and recreation	129,753
Housing programs	-
Economic development programs	-
Transportation infrastructure	365,615
Assessment district	-
Debt service reserve	-
Depreciation reserve	-
Capital purposes	-
Expansion activities	-
Unrestricted	30,310,028
Total net position	\$ 87,112,946

City-Wide
(cont.)**STATEMENT OF ACTIVITIES**

by function

Six-month Period Ended December 31, 2016

		% of Total Revenue
REVENUE		
Governmental Revenue:		
Taxes:		
Sales	\$ 3,372,145	12.6%
Property	1,486,077	5.5%
Transient occupancy	675,802	2.5%
Business license	61,495	0.2%
Licenses, permits, and franchises	1,079,141	4.0%
Fines, forfeitures, and penalties	45,380	0.2%
Intergovernmental	543,768	2.0%
Use of money and property	402,571	1.5%
Gain on sale of property	1,251	0.0%
Other Revenue	320,680	1.2%
Enterprise revenue and other charges for service:		
Water	3,709,047	13.8%
Sewer	3,712,547	13.8%
Electric	9,782,013	36.5%
Airport	498,655	1.9%
Other	1,086,611	4.1%
Grants and contributions	49,881	0.2%
Total operating revenue	26,827,065	100.0%
EXPENSES (by function)		
Electric operations	7,405,946	27.6%
Public safety	4,823,871	18.0%
General government	4,843,410	18.1%
Water and sewer operations	4,430,428	16.5%
Parks and recreation	1,067,139	4.0%
Roads and infrastructure	491,462	1.8%
Airport operations	491,270	1.8%
Community development	314,339	1.2%
Other enterprise operations	445,182	1.7%
Housing and support programs	171,590	0.6%
Redevelopment/economic development	165,609	0.6%
Total expenses	24,650,245	91.9%
Changes in net position from operations	\$ 2,176,819	8.1%

Fund
Schedules
and
Statements
(cont.)

Balance Sheet/Working Capital

Major Funds

	Major Enterprise Funds			
	General	Water	Sewer	Electric
ASSETS				
Current:				
Cash and investments:				
Available for operations	\$ 2,399,485	\$ 8,968,801	\$ 14,210,056	\$ 13,790,016
Restricted cash	-	3,756	1	4,077,468
Receivables:				
Accounts, net	10,703	1,062,393	789,678	2,455,003
Property tax receivable	-	-	-	-
Interest receivable	15,623	25,752	25,800	16,419
Notes receivable	152	-	-	-
Grants receivable	-	-	-	-
Due from other funds	613,037	-	-	51,424
Advances to other funds	899,246	-	-	-
Inventory and prepaids	11,183	134,232	-	1,233,531
Land held for resale	-	-	-	-
Total assets	3,949,429	10,194,934	15,025,535	21,623,861
LIABILITIES				
Current liabilities:				
Accounts payable	2,315	636	304	33,446
Accrued payroll liabilities	(68)	68,753	110,496	111,812
Interest payable	-	151,173	955,526	19,661
Deposits payable	(966)	26,859	-	239,031
Due to other funds	-	745,000	-	51,424
Advance from other funds	-	-	-	-
Due within one year	-	-	-	-
Intergovernmental payable	-	-	-	-
Total liabilities	1,281	992,421	1,066,326	455,374
FUND BALANCE/WORKING CAPITAL				
Nonspendable:				
Loans	152	-	-	-
Interfund loans	899,246	-	-	-
Restricted:				
Public safety	-	-	-	-
Fire protection	-	-	-	-
Parks and recreation	-	-	-	-
Housing programs	-	-	-	-
Economic development programs	-	-	-	-
Transportation infrastructure	-	-	-	-
Assessment district	-	-	-	-
Debt service reserve	-	1,380,377	3,786,579	4,043,341
Depreciation reserve	-	-	-	-
Capital purposes	-	-	-	2,848,748
Public benefit	-	-	-	(64,363)
Street lighting	-	-	521,438	173,958
Expansion activities	-	-	443,959	-
Committed:	-	-	-	-
Rate stabilization	-	-	2,933,236	38,104
Assigned:	-	-	-	-
Public safety	184,443	-	-	-
Capital purposes	-	5,141,017	715,845	-
Reserves	2,864,307	2,681,119	5,558,152	14,128,699
Unassigned	-	-	-	-
Total fund balance/working capital	3,948,148	9,202,513	13,959,209	21,168,487

Fund
Schedules
and
Statements
(cont.)

STATEMENT OF REVENUE, EXPENDITURES, AND CHANGES IN FUND BALANCE/WORKING CAPITAL
by major category

REVENUE	Major Enterprise Funds			
	General	Water	Sewer	Electric
Governmental Revenue:				
Taxes:				
Sales	\$ 3,372,145	\$ -	\$ -	\$ -
Property	1,478,882	-	-	-
Transient occupancy	675,802	-	-	-
Business license	65,929	-	-	-
Licenses, permits, and franchises	1,027,016	-	820	-
Fines, forfeitures, and penalties	18,569	-	-	-
Intergovernmental	23,411	-	-	-
Use of money and property	64,994	-	-	4,027
Other Revenue	132,130	2,545	-	1,248
Enterprise revenue and other charges for service:				
Water	-	3,709,047	-	-
Sewer	-	-	3,712,547	-
Electric	-	-	-	9,782,013
Airport	-	-	-	-
Other	590,706	21,329	2,292	17,024
Grants and contributions	-	-	-	(119)
Total operating revenue	7,449,584	3,732,921	3,715,659	9,804,193
EXPENDITURES (by function)				
Current:				
Administration and overhead	-	-	-	-
Internal services	169,192	145,974	151,243	75,552
General government	1,309,013	2,267	1,853	3,827
Public safety	4,653,678	-	-	-
Roads and infrastructure	491,462	-	-	-
Parks and recreation	986,557	-	-	-
Community development	314,339	-	-	-
Redevelopment/economic development	103,814	-	-	-
Housing and support programs	-	-	-	-
Electric	-	-	-	7,380,668
Water and sewer	-	1,104,506	1,635,805	-
Capital outlay	-	1,169,245	722,714	315,506
Debt service:				
Principal	-	475,000	-	-
Interest	-	226,759	1,425,650	21,451
Total expenditures	8,028,055	3,123,751	3,937,265	7,797,004
Excess of revenue over (under) expenditures	\$ (578,471)	\$ 609,170	\$ (221,606)	\$ 2,007,189

OTHER FINANCING SOURCES (USES)

Transfers in	125,000	-	-	-
Transfers (out)	(108,967)	-	-	-
Total other	16,033	-	-	-
Net change in fund balance/working capital	(562,438)	609,170	(221,606)	2,007,189

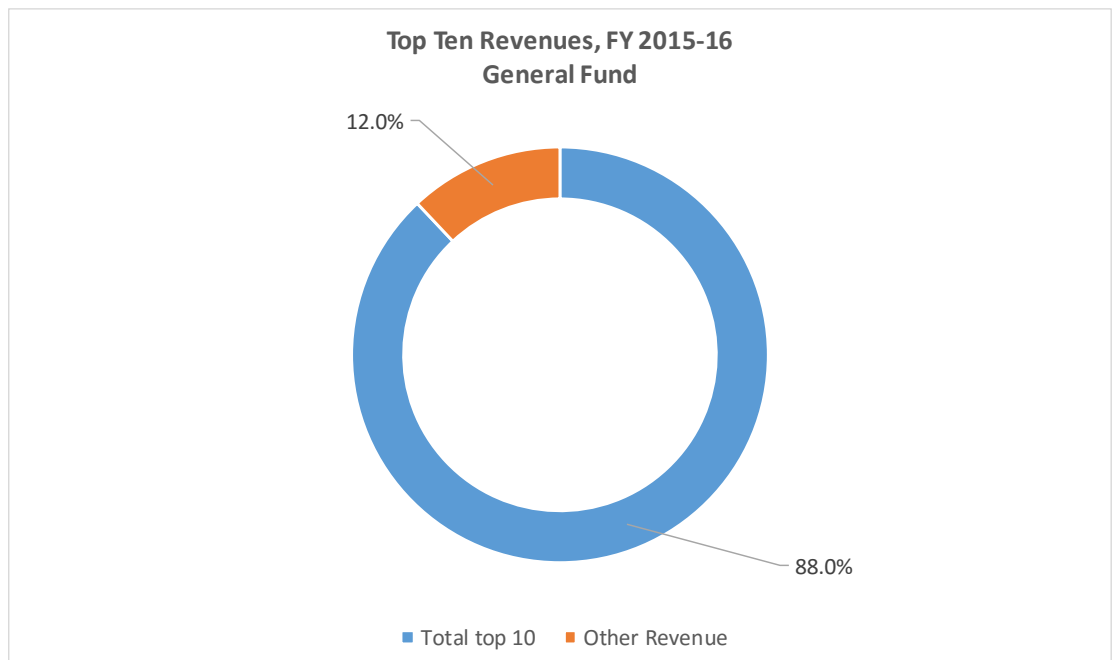
The General Fund

The City's general fund is its primary source of discretionary resources for the provision of service deemed necessary and desirable by the citizens of Ukiah and the City Council.

Revenues that are accounted for, and at the discretion of, the City Council are various and generally include:

- Taxes:
 - Bradley-Burns sales tax (1% of taxable sales)
 - Transaction and use taxes:
 - Measure P
 - Property taxes
 - TOT taxes (hotel tax)
 - Business license tax
- Licenses, permits, and franchise fees (cable, phone, garbage collection, utilities)
- Fines, forfeitures, and penalties
- Intergovernmental (grants and subventions)
- Use of money and property (interest earnings, rents, etc.)
- Other misc.

Altogether, the general fund receives revenue from 76 distinct sources. However, the majority of the revenue it receives comes from just ten of them.

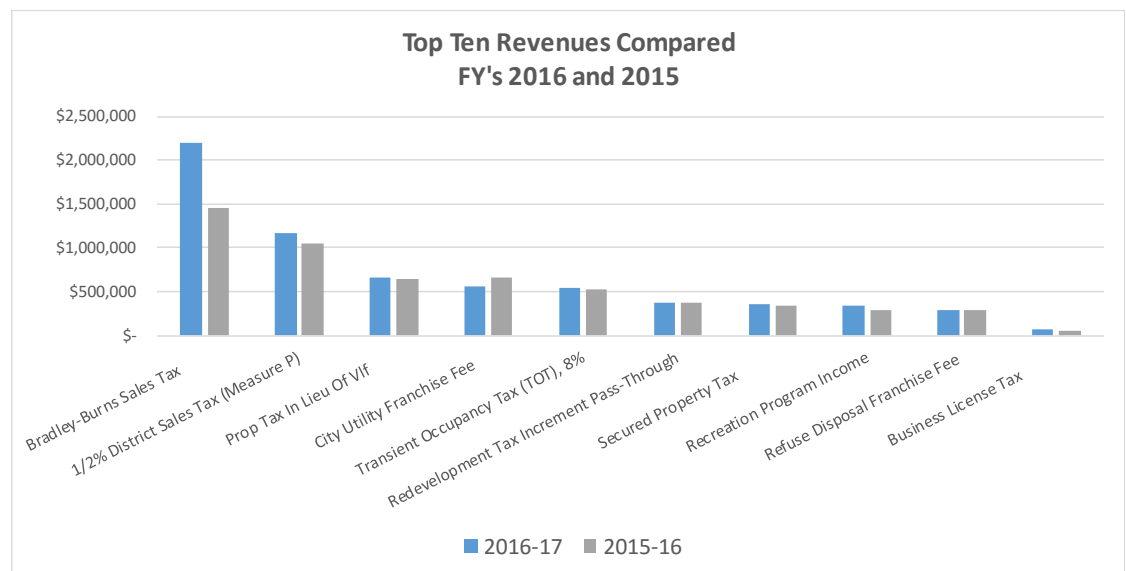


The General Fund (cont.)

Top Ten Revenues

The City's top ten revenue sources in the general fund account for approximately 88 percent of total general fund income. Focusing on these sources can provide a useful understanding of the City's revenue position.

The bar graph below illustrates the performance of top ten revenues as compared to a year ago. Overall, these revenue sources combined are up over 15 percent from the same time last year. Total general fund revenues are up nearly 14 percent.



TOP 10 - REVENUES

Current to Prior

Six-month Period Ended December 31, 2016

REVENUE	2016-17	2015-16	Percent Change	Percent of Total 2015-16 Revenues
Top 10:				
Bradley-Burns Sales Tax	\$ 2,207,286	\$ 1,454,016	51.81%	29.63%
1/2% District Sales Tax (Measure P)	1,164,859	1,051,001	10.83%	15.64%
Prop Tax In Lieu Of Vlf	657,745	646,687	1.71%	8.83%
City Utility Franchise Fee	562,199	660,341	-14.86%	7.55%
Transient Occupancy Tax (TOT), 8%	540,642	525,664	2.85%	7.26%
Redevelopment Tax Increment Pass-Through	375,587	364,498	3.04%	5.04%
Secured Property Tax	350,773	340,306	3.08%	4.71%
Recreation Program Income	346,116	294,896	17.37%	4.65%
Refuse Disposal Franchise Fee	283,763	282,369	0.49%	3.81%
Business License Tax	65,751	43,466	51.27%	0.88%
Total top 10	6,554,722	5,663,245	15.74%	87.99%
Other Revenue	894,864	876,410	2.11%	12.01%
Total operating revenue	\$ 7,449,585	\$ 6,539,655	13.91%	100.00%

Sales Tax. The City collects sales tax from two sources: normal Bradley-Burns sales taxes (1 percent of taxable transactions) and a ½ cent sales and use tax, commonly referred to as Measure P and devoted entirely to the City. Both tax sources are distinct and considered

The General Fund (cont.)

separate sources. Each behave slightly differently given their tax base. Bradley-Burns sales taxes are referred to as "sales and use" taxes, levied on transactions based geographically in the City. Here we see this revenue source up nearly 60 percent from the same time last year. This is the result of the elimination of the State's Triple-Flip, by which the City received a portion of its sales tax through the tax roll, which was tracked and reported in a separate revenue account. The real net effect to sales tax was an increase of approximately 10 percent from the same period last year. Nearly all sectors of Ukiah's economic base are up with the biggest gains coming from its restaurants and home supply/construction businesses.

Measure P. This is what's called a "transaction and use" tax and is applied to any taxable sale in the City as well as any sale where the use of the item is in the City. For instance, a car purchased outside the City but registered to, and therefore presumed to be used at, an address within would be levied the ½ cent on the purchase price. Similar to regular Bradley-Burns sales tax, this revenue source is up nearly 11 percent from the same time last year. Both Measure P and Bradley-Burns are general taxes and can be used for any regular, general governmental purpose.

Property Tax in Lieu of VLF (Vehicle License Fee). These are property tax shares allocated to cities and counties beginning in FY 04-05 as compensation for the state's take of Vehicle License Fees (VLF). This revenue source typically follows regular property tax collections, discussed under "Secured Property Tax" below and is up slightly over 1.5 percent compared to last year.

City Utility Franchise Fees. This revenue source is a charge to the City's electric utility. Franchise fees are not taxes; rather, they are rents paid by utility providers to operate on or in City rights-of-way and City property, such as roads, sidewalks, parklands, etc. The rents are established by the City Council and typically are correlated to gross revenues generated by the utility provider. They were lower in FY 2015-16 than in the preceding year due to a Council-approved franchise fee rate decrease for the electric utility.

Transient Occupancy Tax (TOT). Commonly referred to as a "bed," "hotel," or "room" tax this revenue source has performed strongly over the last two years, up nearly 15 percent from 2014-15. Here we see it up nearly 3 percent from the same six-month period a year ago. Driven by increased tourism in the greater Ukiah Valley area and a larger volume of travelers heading north, this revenue source is poised to continue its positive growth trend for several more years. Visitors are stopping in Ukiah as a final layover before making the trek to Fort Bragg and Humboldt County and are exploring the wonder of what the Ukiah Valley has to offer.

The TOT rate in Ukiah currently is 10 percent; however, 8 percent is considered general revenue to the general fund, which is what is reported here. The remaining 2 percent funds economic development and tourism enterprise and is deposited to a special revenue fund.

The General Fund (cont.)

Redevelopment Tax Increment Pass-Through. After the dissolution of Redevelopment in California by the Legislature, the Ukiah Redevelopment Agency was sent into receivership of a successor agency. Property tax increment revenue once received by the former agency was instead held in trust by the County Auditor-Controller in a specific fund, affectionately known as the Redevelopment Property Tax Trust Fund (RPTTF). Property tax increment collected in this fund would first pay the County Auditor-Controller's admin costs, then pass to the successor agency of the former RDA (City of Ukiah) to satisfy the obligations of the former agency, then to the taxing entities in the project area of the former RDA, including the Ukiah Unified School District and the County of Mendocino general fund. The City also receives a share of these residuals and deposits them in a specific in the general fund, which is reported here.

This revenue sources tracks relatively similar to regular (secured) property tax, although it is calculated from a slightly different derivative property tax base (tax increment).

Secured Property Tax. Traditionally, revenue from property tax was viewed as a very stable source. The housing collapse of 2008 tested that assumption. However, as the housing market continued to recover modestly in Ukiah, receipts came in higher than the year prior. This was due to a combination of factors, including retroactive Prop 8 (1978) assessment adjustments and increased assessed values from housing sales. Slightly less than 11 percent of property taxes paid by property owners within the City are allocated to the City. The majority is distributed to local schools and the County of Mendocino.

As mentioned earlier, revenue from this source will continue to trend positively over the next few years as the county continues to process Prop 8 property value adjustments and as housing prices and home sales increase.

Recreation Program Income. These are user fees for recreation and athletic programs offered to adults, children, and other in the community. They include adult softball and volleyball, adult and youth basketball, and various classes and clinics delivered by the Community Services Department. This revenue source is up over 17 percent from a year ago due to higher demand for, and greater participation in, recreation programs by the community.

Refuse Disposal Franchise Fees. This revenue source is a charge to the City's franchise solid waste hauler. As discussed earlier, franchise fees are not taxes; rather, they are rents paid by utility providers to operate on or in City rights-of-way and City property, such as roads, sidewalks, parklands, etc. The vehicles used to provide this service (garbage trucks) are heavy machines that wear roads more quickly and significantly than other commercial and non-commercial vehicles. Revenues from this source have come in slightly higher in FY 2016-17 than in the same period of the preceding year due increased sales by the hauler, Ukiah Waste Solutions.

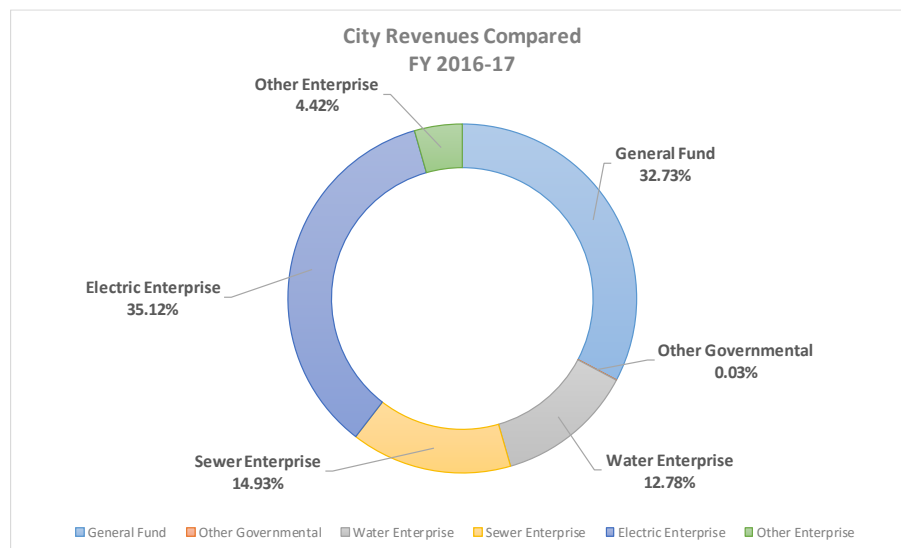
Business License Tax. Businesses that operate within City limits are required to obtain a business license. The proceeds from the tax collected are available for unrestricted use in the general

The General Fund (cont.)

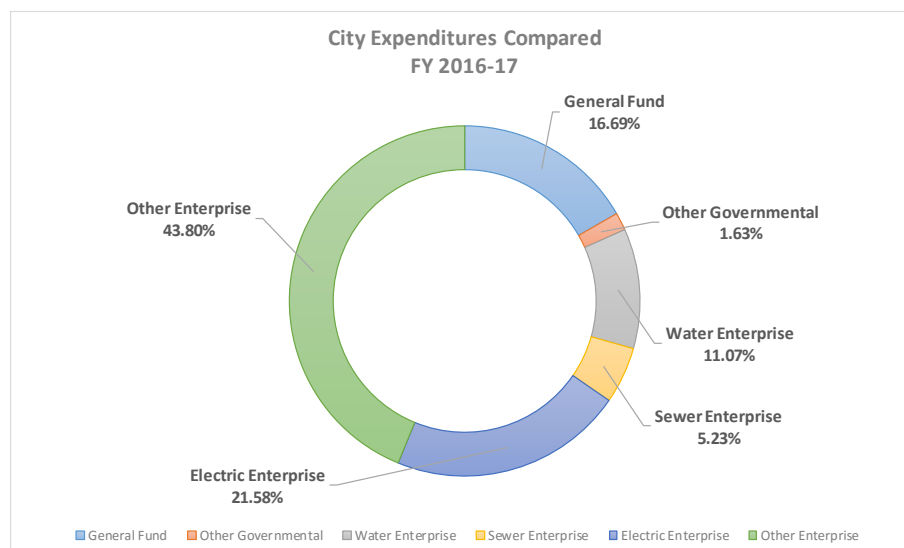
fund. Receipts for this period are up significantly from a year ago likely due to timing differences of payments to the City and to the normal business cycle.

Revenues and Expenditures Compared

Compared to all other revenue sources of the City, the general fund accounts for around one-third of the total.



Compared to all other expenditures of the City, the general fund typically accounts for about one-quarter of the total. In the current fiscal year, capital projects in other funds reduce that total share to around 16 percent.



Enterprise Funds

The City provides various enterprise services, including electric, water, and sewer. Water and sewer are housed administratively within the Public Works Department but are accounted for, like electric, in a proprietary, enterprise fund. Through the collection of fees and charges, these funds should collect revenues sufficient enough to finance costs associated with administration, operations, capital improvements (CIP), and debt service.

Enterprise activities are accounted for like a business in the private sector using the full accrual basis. This is starkly different than governmental fund accounting, which uses the modified accrual basis and is concerned only with current spendable resources, what we call fund balance. Drawing comparisons of information between the two methods can be challenging.

Although the City accounts and reports on these funds using full accrual accounting basis, here we present the activities of the water, sewer, and electric enterprise funds in terms of working capital. Working capital is defined as the difference between current assets and current liabilities, which is closely approximate to the definition of fund balance in governmental funds. In other words, it's the resources available to meet ongoing operating, debt service, and capital activities in the near term. Non-cash expenses, such as depreciation and typically part of full accrual accounting, are excluded from this presentation.

Electric Enterprise

Revenues from rates through the first six months of the year outpaced expenditures by \$2.1 million. However, revenues are down from the same period last year by nearly .08 percent. Operating expenditures were also lower than the same period last year primarily due to timing differences for power purchases. Debt service expenditures were lower than last year as well due to the timing differences of when payments are made.

The schedule and graph below illustrate the utility's working capital trend for the first half of the year of each the last five years. The performance of the fund overall has experienced continual decreases in working capital, with the exception of 2016, during which cash balances held by NCPA on behalf of the city were formally recognized on the City's books. Given this past erosion, however, the electric enterprise maintained a healthy reserve and working capital of 216 percent of current revenue for the year. Of that, \$14.5 million (148 percent) was available to support operations.

As of the date of this report, the City Council has taken steps to better provide resources to the electric utility by addressing service rates. The Council moved to begin a phased-in approach to electric rates beginning in January, 2017. Annual rate adjustments averaging three percent will occur over the next four years.

Additionally, the City maintains a public benefit program to assist low income customers with the cost of their electric service. This program in fiscal year 2015-16, however, expended more resources than were available, requiring a short-term loan of \$51,424 from the electric operating

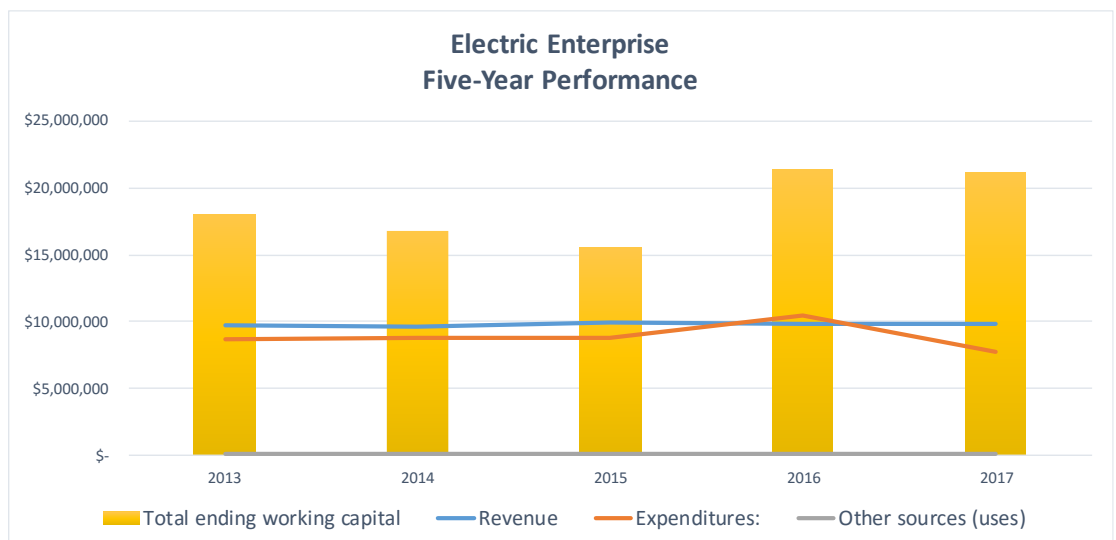
Enterprise Funds (cont.)

fund. The program is scheduled to repay that loan to the operating fund in the third quarter. The public benefit fund maintained a working capital balance of \$5,888 as of December 31, 2016. Management is developing a strategy to correct this imbalance and will make a subsequent recommendation to Council by June, 2017.

ELECTRIC ENTERPRISE

Second Quarter Ended December 31, 2016

Five-Year Trend	2013	2014	2015	2016	2017	Change from Prior Year
Revenue	9,678,317	9,661,676	9,971,064	9,882,740	9,804,193	-0.79%
Expenditures:						
Operating	8,274,621	8,283,141	8,384,571	9,422,777	7,460,046	-20.83%
Debt service	337,683	293,620	246,745	196,433	21,451	-89.08%
Capital outlay	60,334	218,966	161,707	818,825	315,506	-61.47%
Total expenditures	8,672,638	8,795,727	8,793,023	10,438,035	7,797,003	-171.38%
Excess (deficiency)	1,005,679	865,949	1,178,041	(555,295)	2,007,190	170.58%
Other sources (uses)	114,173	93,618	142,221	140,159	137,910	-1.60%
Change in working capital	\$ 1,119,852	\$ 959,567	\$ 1,320,262	\$ (415,136)	\$ 2,145,100	-616.72%
Beginning working capital	16,873,088	15,853,203	14,178,988	21,754,608	19,023,386	-12.55%
Ending working capital, reserved for:						
Rate stabilization	1,479,322	1,490,438	1,501,111	1,519,577	1,537,844	1.20%
Restricted	510,951	505,073	480,361	253,075	137,938	-45.50%
Debt service	5,794,593	4,561,554	3,393,076	3,164,562	4,041,793	27.72%
Capital	1,337,404	1,337,404	1,337,404	1,223,212	925,020	-24.38%
Operations	8,870,670	8,918,301	8,787,298	15,179,046	14,525,891	-4.30%
Total ending working capital	\$ 17,992,940	\$ 16,812,770	\$ 15,499,250	\$ 21,339,472	\$ 21,168,486	-0.80%



Enterprise Funds (cont.)

Water Enterprise

Revenues from rates exceeded expenditures by \$755,144. Transfers and other uses out of the fund, however, eroded the addition to its working capital by \$120,993, bringing its total to \$9.2 million, or 247 percent of current revenue for the year, most of which was available to support operations, a comfortable cushion to protect the enterprise from adverse conditions.

The schedule and graph below illustrate the utility's working capital trend for the first half of the year of each the last five years. The performance of the fund overall has experienced a resurgence in working capital due to a recent rate adjustment in June, 2016. Revenue compared to the same period last year was up 8.25 percent.

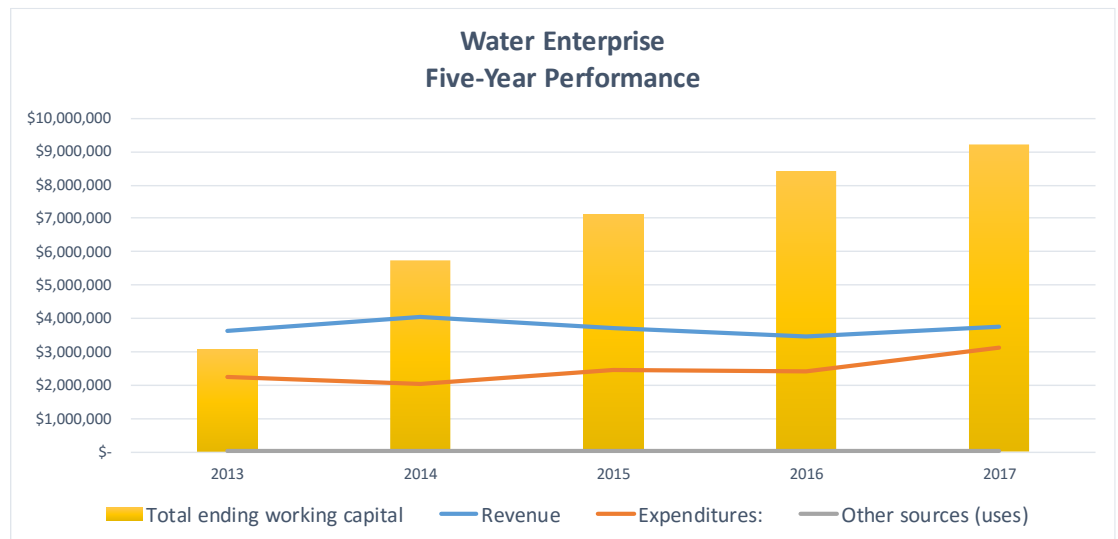
The fund has performed well over the last five years, but expenditures relative to revenue have been increasing. We see that trend slowing somewhat in 2017, but it is something we will be watching closely, making appropriate recommended adjustments to operational spending where necessary.

WATER ENTERPRISE

Second Quarter Ended December 31, 2016

Five-Year Trend	2013	2014	2015	2016	2017	Change from Prior Year
Revenue	3,607,241	4,035,552	3,702,937	3,448,383	3,732,921	8.25%
Expenditures:						
Operating	2,080,500	1,737,341	1,922,859	2,093,818	1,727,747	-17.48%
Debt service	-	297,642	288,536	278,868	226,759	-18.69%
Capital outlay	170,185	17,873	243,337	55,653	1,169,245	2000.96%
Total expenditures	2,250,685	2,052,856	2,454,732	2,428,339	3,123,751	1964.79%
Excess (deficiency)	1,356,556	1,982,696	1,248,205	1,020,044	609,170	-1956.54%
Other sources (uses)	26,013	31,727	38,815	40,180	24,981	-37.83%
Change in working capital	\$ 1,382,569	\$ 2,014,423	\$ 1,287,020	\$ 1,060,224	\$ 634,151	-40.19%
Beginning working capital	1,672,162	3,707,337	5,834,838	7,350,543	8,568,362	16.57%
Ending working capital, reserved for:						
Rate stabilization	-	-	-	-	-	0.00%
Restricted	-	-	-	-	-	0.00%
Debt service	-	-	-	-	-	0.00%
Capital	-	-	-	-	-	0.00%
Operations	3,054,731	5,721,760	7,121,858	8,410,767	9,202,513	9.41%
Total ending working capital	\$ 3,054,731	\$ 5,721,760	\$ 7,121,858	\$ 8,410,767	\$ 9,202,513	9.41%

Enterprise Funds (cont.)



Sewer Enterprise

Expenditures exceeded revenue from rates by \$70,363. Transfers and other uses out of the fund further depleted working capital by \$146,817, bringing its total to \$13.96 million or 376 percent of current revenue for the year. Of that, \$8.2 million (220 percent) of was available to support operations.

The schedule and graph below illustrate the utility's working capital trend for the first half of the year of each the last five years. The performance of the fund overall has experienced relative stability in working capital.

The fund has performed nominally over the last five years, with expenditures and revenues tracking closely. This is problematic for the fund, however, as it makes continued investments in capital outlay increasingly challenging. This is something we will be watching closely and making appropriate recommended adjustments to operational spending where necessary.

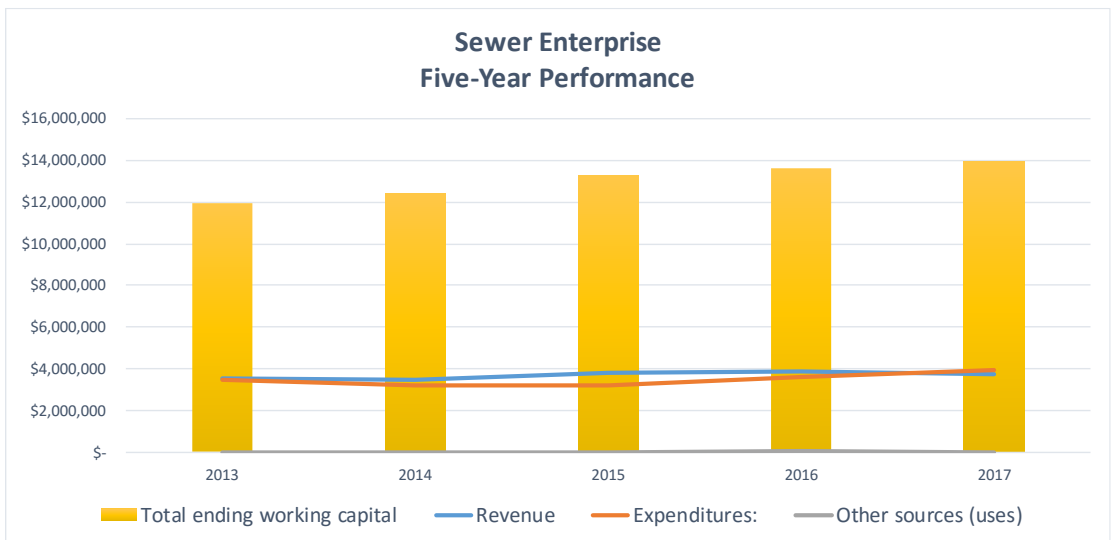
Further, it is a high priority of management to engage in a review of the sewer rate schedule by the end of the fiscal year to ensure the enterprise has sufficient resources to maintain operations, fund capital improvements, meet debt service requirements, and sustain adequate reserves.

Enterprise Funds (cont.)

SEWER ENTERPRISE

Second Quarter Ended December 31, 2016

Five-Year Trend	2013	2014	2015	2016	2017	Change from Prior Year
Revenue	3,514,018	3,499,934	3,841,940	3,848,240	3,715,660	-3.45%
Expenditures:						
Operating	3,445,381	1,661,880	1,651,027	2,105,541	1,788,901	-15.04%
Debt service	-	1,536,850	1,501,250	1,464,250	1,425,650	-2.64%
Capital outlay	57,751	20,739	79,663	62,009	722,714	1065.50%
Total expenditures	3,503,132	3,219,469	3,231,940	3,631,800	3,937,265	1047.82%
Excess (deficiency)	10,886	280,465	610,000	216,440	(221,605)	-1051.27%
Other sources (uses)	1	1,687	4,133	70,834	4,425	-93.75%
Change in working capital	\$ 10,887	\$ 282,152	\$ 614,133	\$ 287,274	\$ (217,180)	-175.60%
Beginning working capital	11,925,631	12,158,433	12,641,528	13,363,511	14,176,390	6.08%
Ending working capital, reserved for:						
Rate stabilization	3,485,312	2,865,913	2,885,442	2,898,394	2,933,236	1.20%
Restricted	554,290	314,997	346,580	415,904	524,173	26.03%
Debt service	2,074,866	2,124,941	2,211,785	2,293,724	2,360,930	2.93%
Capital	-	-	-	-	(51,028)	0.00%
Operations	5,822,050	7,134,734	7,811,854	8,042,763	8,191,899	1.85%
Total ending working capital	\$ 11,936,518	\$ 12,440,585	\$ 13,255,661	\$ 13,650,785	\$ 13,959,210	2.26%



Department Summary

DEPARTMENT SUMMARY

Budget to Actual

Fiscal Year 2016-17

EXPENDITURES (by department/division)	Budget	Actual	Variance Favorable (Unfavorable)	% Variance Favorable (Unfavorable)	% of Total Expenditures
Non-Departmental	\$ -	\$ 2,400	\$ (2,400)	0.00%	0.01%
City Council	137,759	42,352	95,407	69.26%	0.14%
City Clerk:					
City Clerk	241,612	113,376	128,236	53.08%	0.38%
Elections	15,000	-	15,000	100.00%	0.00%
City Manager's Office:					
City Manager	468,992	192,471	276,521	58.96%	0.65%
Information Technology	1,164,772	544,346	620,426	53.27%	1.84%
Administrative Support	89,167	25,453	63,714	71.45%	0.09%
Miscellaneous General Government	1,620,382	1,001,676	618,706	38.18%	3.39%
Finance:					
Utility Billing	1,012,427	358,672	653,755	64.57%	1.21%
Accounting	789,517	490,665	298,852	37.85%	1.66%
Purchasing	266,682	150,000	116,682	43.75%	0.51%
City Attorney	201,645	131,139	70,506	34.97%	0.44%
City Treasurer	91,454	30,801	60,653	66.32%	0.10%
Human Resources/Risk Management:					
Human Resources	496,408	290,667	205,741	41.45%	0.98%
Risk Management	-	-	-	0.00%	0.00%
Grant Administration:					
Economic Development	389,944	158,152	231,792	59.44%	0.53%
Successor Agency	23,034	10,432	12,601	54.71%	0.04%
Grants Division	134,164	168,615	(34,451)	-25.68%	0.57%
Community Outreach/Public Information	27,450	2,624	24,826	90.44%	0.01%
Police:					
Police Operations	9,463,175	4,653,921	4,809,253	50.82%	15.73%
Fire:					
Fire Administration	3,452,238	1,161,881	2,290,357	66.34%	3.93%
Community Services:					
Parks	1,191,086	624,081	567,005	47.60%	2.11%
Park Development	18,000	671	17,329	96.27%	0.00%
Aquatics	196,838	109,637	87,201	44.30%	0.37%
Golf	48,015	16,650	31,365	65.32%	0.06%
Building Maintenance	693,079	269,545	423,534	61.11%	0.91%
Conference Center	364,740	154,241	210,499	57.71%	0.52%
Museum	3,136,090	1,114,570	2,021,519	64.46%	3.77%
Recreation	926,947	424,473	502,474	54.21%	1.43%
Community Development:					
Community Planning	498,906	198,912	299,994	60.13%	0.67%
Building Inspection	319,612	115,427	204,184	63.88%	0.39%
Public Works:					
Garage	667,511	324,966	342,545	51.32%	1.10%
Engineering/Streets	3,038,538	632,665	2,405,873	79.18%	2.14%
Corporation Yard	79,412	35,242	44,170	55.62%	0.12%
Water & Sewer	57,796,231	7,181,808	50,614,424	87.57%	24.27%
Landfill	3,884,848	287,935	3,596,912	92.59%	0.97%
Airport:					
Airport Operations	905,135	505,077	400,058	44.20%	1.71%
Electric:					
Electric Distribution	8,279,897	1,366,228	6,913,669	83.50%	4.62%
Electric Metering	246,932	120,005	126,927	51.40%	0.41%
Electric Generation	9,050,062	5,147,559	3,902,503	43.12%	17.40%
Electric Administration	3,809,027	915,939	2,893,088	75.95%	3.10%
Public Benefit	437,270	193,185	244,085	55.82%	0.65%
Electric Services	417,401	144,996	272,406	65.26%	0.49%
Total expenditures	\$ 116,624,831	\$ 29,587,754	\$ 87,037,076	74.63%	100.00%

CIP Update

Capital Improvement Program
Expenditure Plan - Current
Fiscal Year 2016-17

	Status	% Completed	Current FY Budget	Current Expenditures to Date	Project Expenditures to Date
STREETS AND RIGHTS-OF-WAY					
Special Project Reserve Fund 251					
Smith Street Sidewalk - curb, gutter, pavement	N/A	N/A	\$ 21,951	\$ 8,188	\$ 9,188
Street reconstruction (Luce, Washington, Observatory)*	N/A	N/A	661,019	-	26,460
Congestion Relief Fund 510					
Slurry Seal Various Streets	N/A	N/A	200,000	-	137,564
Overlay Streets	N/A	N/A	200,000	-	-
Smith Street Sidewalk, Curb, Gutter, Pavement	N/A	N/A	250,000	-	-
STIP Augmentation Fund 507					
Gobbi/Waugh Traffic Signal	N/A	N/A	112,000	-	-
SB 325 Reimbursement Fund 508					
City Speed Zone Reports	N/A	N/A	40,000	-	-
State STP Fund 509					
N. State St. & Empire Dr/Ford Rd. Signal Coordination	N/A	N/A	25,000	-	-
Total			1,509,970	8,188	173,212
INFRASTRUCTURE					
Parks and Related Facilities Fund 301					
Anton Stadium Infrastructure	Planning	20.00%	18,000	-	-
Building Maintenance 208					
Civic Center Facility Improvements	N/A	N/A	-	-	-
Civic Center Annex Facia Renovations	Planning	5.00%	30,000	-	1,050
Civic Center Front Lobby Redesign	Planning	5.00%	45,000	-	-
Civic Center Entryway Renovation	Conceptual	1.00%	25,000	-	-
Civic Center HVAC	N/A	N/A	-	-	-
Museum Prop 84 & Habitat Conservation Grants 310					
Museum	Construction	90.00%	1,509,011	-	-
State STP Fund 509					
N. State St. & Empire Dr/Ford Rd. Signal Coordination	N/A	N/A	32,380	-	-
Airport FAA Grants 777					
Runway 15-33 Pavement Rehab & Taxiway Alignment	Procurement	10.00%	190,000	41,890	41,890
Concrete slab for fuel tank project			11,340	134,847	207,044
Pavement Management & PCN	Procurement	10.00%	34,700	980	980
Electric 801					
Automated Meter Reading Upgrade - AMI (Electric System)	Planning	5.00%	1,900,000	-	4,593
Distribution - transformer replacements	Completed	100.00%	50,000	1,967	1,967
Utility poll testing and replacement	N/A	N/A	50,000	1,967	1,967
Conductor upgrades	Completed	100.00%	20,000	-	-
Design Build 1350 Hastings Rd, consulting services	Completed	100.00%	120,000	-	806,922
System loading and fault monitoring	Completed	100.00%	50,000	10,352	28,158
Communication upgrade	Planning	5.00%	25,000	4,788	4,788
Facility Improvements (Electric Utility Service Center)	Engineering	5.00%	800,000	11,601	18,388
Community Solar (renewable resource development)	Conceptual	3.00%	750,000	11,601	18,388
Water 822					
Well #4	N/A	N/A	1,397,900	350,621	679,860
Well #9	N/A	N/A	1,635,800	600,770	782,729
Pipeline Improvements	N/A	N/A	1,150,000	-	-
Replace P22s Reservoir	N/A	N/A	1,000,000	13,209	13,209
Millview/Ukiah Intertie	N/A	N/A	125,000	-	-
Willow/Ukiah Intertie	N/A	N/A	125,000	-	-
Connect Chlorine at WTP (switch to liquid chlorine)	N/A	N/A	200,000	-	-
Water Meter Replacement	N/A	N/A	1,040,000	-	-
Well #3 Roof	N/A	N/A	15,000	-	-
Wastewater 840					
Replace AWWT Feed Pump Motors	N/A	N/A	90,000	-	-
Chlorine Mixer	N/A	N/A	40,000	-	-
Manhole Replacement	N/A	N/A	15,000	-	-
Online Ammonia & Nitrate Analyzer	N/A	N/A	50,000	-	-
Vac-Trailer	N/A	N/A	70,000	-	-
Replace 2006 Prius	N/A	N/A	30,000	-	-
Replace 3/4 Ton Dodge	N/A	N/A	45,000	-	-
Replace Ford Ranger	N/A	N/A	10,000	-	-
Recycled Water 830					
Recycled Water System Phases 1 & 2	N/A	N/A	37,650,191	-	-
Total			50,349,322	1,184,594	2,611,932

CIP Update
(cont.)

EQUIPMENT/OTHER	Status	% Completed	Current FY Budget	Current Expenditures to Date	Project Expenditures to Date
Equipment Reserve Fund 220					
Police patrol vehicles	Procurement	50.00%	120,000	78,319	92,422
Police portable radios	Completed	100.00%	60,000	-	-
Replace SCBA	Planning	40.00%	15,000	-	14,962
Replace defibrillator	Planning	25.00%	25,000	-	28,010
New Type I fire engine	Planning	20.00%	325,000	-	-
Asset Forfeiture Fund 638					
Body cameras	N/A	N/A	21,684	-	-
Airport FAA Grants 777					
Fuel Tank, Upgrades and Self service tank	Procurement	50.00%	172,200	134,847	207,044
Electric 801					
Equipment Replacements (trucks, equipment etc.)	Completed	100.00%	495,000	-	-
Control System Upgrades (Hydro & Substation)	Planning	10.00%	75,000	4,788	4,788
Tainter Valve and Penstock Repair (Hydro)	Completed	100.00%	225,000	727	15,170
T1/T2 Bushing & Gasket Replacement (Orchard Substation)	Construction	30.00%	250,000	-	4,001
Primary & Secondary Conductor Repair/Replacement	Completed	100.00%	50,000	-	-
Undergrounding Phase 3 & 4: Overhead to Underground	N/A	N/A	20,000	-	-
Water 820					
Truck Replacement (Ford Ranger, shared with wastewater)	N/A	N/A	10,000	-	-
Service Truck	N/A	N/A	45,000	-	45,943
Portion of Service Truck (50% Wastewater Fund)	N/A	N/A	30,000	-	45,943
Vactor Replacement (50% Wastewater Fund)	N/A	N/A	200,000	423,111	423,111
Asset Management Software (GIS system)	N/A	N/A	15,000	-	-
Genie Lift (personnel lift for cleaning/maintenance at water plant)	N/A	N/A	12,000	-	-
Garage 203					
Truck Replacement	N/A	N/A	114,000	-	-
Information Technology 209					
Council Chambers Electronic Renovation	Planning	10.00%	75,000	-	-
Access Point Wi-Fi and Switches	Engineering	75.00%	30,000	-	-
Cardlock System Phase II	Planning	25.00%	85,000	-	33,695
Veeam Backup and Replication, disaster recovery software	Cancelled	0.00%	18,300	-	-
Host Cluster Server VM-Host	Cancelled	0.00%	10,000	-	-
Point Multipoint Communications	Cancelled	0.00%	50,000	-	-
Total			2,548,184	641,792	915,090
Total capital			\$ 54,407,476	\$ 1,834,574	\$ 3,700,234

Areas marked "N/A" indicate that information was not available at the time this report was compiled.

Notes to Financial Statements

New Funds and Accounts

No new funds were created during this quarter.

Significant Changes

No significant accounting or budgeting changes were made this quarter or since the start of the fiscal year.

City-Wide Notes

None.

Department Notes

Several departments have or are approaching their budget appropriation limit earlier than anticipated. Management will address those issues with the Council, pursuant to adopted budget policy, if additional appropriation is needed for a particular department that requires an increase to a fund.

Takeaways

- City revenues are trending positively
- Expenditures City-wide are within budgeted appropriations
- Most departments are within budget estimates



Ukiah City Council and Treasurer



Jim Brown, Mayor

Email:

jimobrown@pacific.net



Allen Carter, Treasurer

Email:

rallencarter@gmail.com



Kevin Doble, Vice-Mayor

Email:

kdobleukiah@gmail.com



Maureen Mulheren, Councilor

Email:

themoyouknow@gmail.com



Douglas Crane, Councilor

Email:

doug.crane@craneofukiah.com



Steve Scalmanini, Councilor

Email:

sscalmanini@yahoo.com

City Executive Management Team

The senior management team for the City of Ukiah.

City Manager

Sage Sangiacomo
Email: ssangiacomo@cityofukiah.com
Phone: 707.463.6221

Senior Management Analyst

Shannon Riley
Email: sriley@cityofukiah.com
Phone: 707.467.5793

City Attorney

David Rapport
Email: drapport@cityofukiah.com
Phone: 707.467.2800

City Clerk

Kristine Lawler
Email: klawler@cityofukiah.com
Phone: 707.463.6217

Human Resources/Risk Management Director

Sheri Mannion
Email: smannion@cityofukiah.com
Phone: 707.463.6272

Public Works Director/City Engineer

Tim Eriksen
Email: teriksen@cityofukiah.com
Phone: 707.463.6280

Electric Utility Director

Mel Grandi
Email: mgrandi@cityofukiah.com
Phone: 707.463.6295

Water and Sewer Director

Sean White
Email: swhite@cityofukiah.com
Phone: 707.467.5712

Planning Director (Interim)

Kevin Thompson
Email: kthompson@cityofukiah.com
Phone: 707.463.6207

Finance Director

Daniel Buffalo
Email: dbuffalo@cityofukiah.com
Phone: 707.463.6220

IT Administrator

Scott Shaver
Email: sshaver@cityofukiah.com
Phone: 707.467.5722

Police Chief

Chris Dewey
Email: cdewey@cityofukiah.com
Phone: 707.463.6245

Fire Chief (Interim)

Kirk Thomsen
Email: kthomsen@cityofukiah.com
Phone: 707.462.7921 ext 400

Community Services Administrator

Tami Bartolomei
Email: tbartolomei@cityofukiah.com
Phone: 707.467.5764

Airport Manager

Greg Owen
Email: gowen@cityofukiah.com
Phone: 707.467.2855

City Contact Information

City of Ukiah

300 Seminary Ave
Ukiah, CA 95482

Tel 707.463.6200

www.cityofukiah.com



DEPARTMENT SUMMARIES
WITH
GOALS AND OBJECTIVES
FY 2016-17

City of Ukiah
Activity Summary

Fiscal Year 2016-17

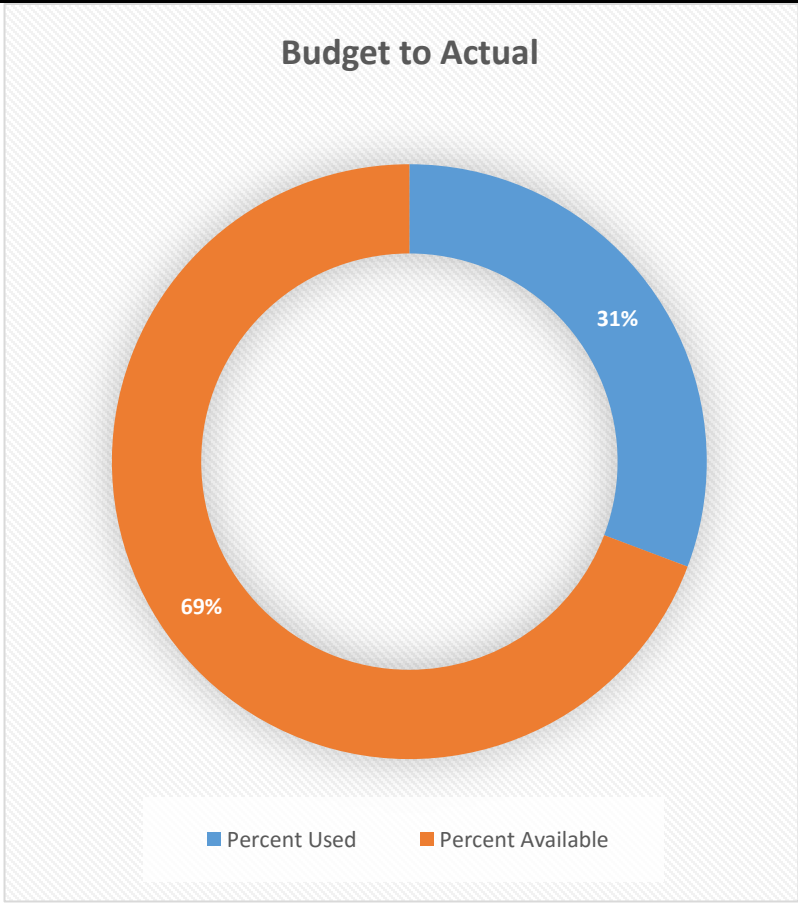


	Name	Number	Number of FTEs (department-wide)
Department	CITY COUNCIL	10	5.00
Division	CITY COUNCIL	100	
Section	N/A		

Description

The City Council serves as the elected legislative and policy-making body of the City of Ukiah, enacting all laws and directing any actions necessary to provide for the general welfare of the community through appropriate programs, services, and activities. The City Council reviews and adopts the operating budget, holds public hearings, and receives feedback from the public. The City Council authorizes contracts, purchases, and sales of City property, approves agreements with other governmental agencies, and appoints members to City commissions, boards, and committees. In additions, the City Council serves as the Successor Agency to the former Ukiah Redevelopment Agency.

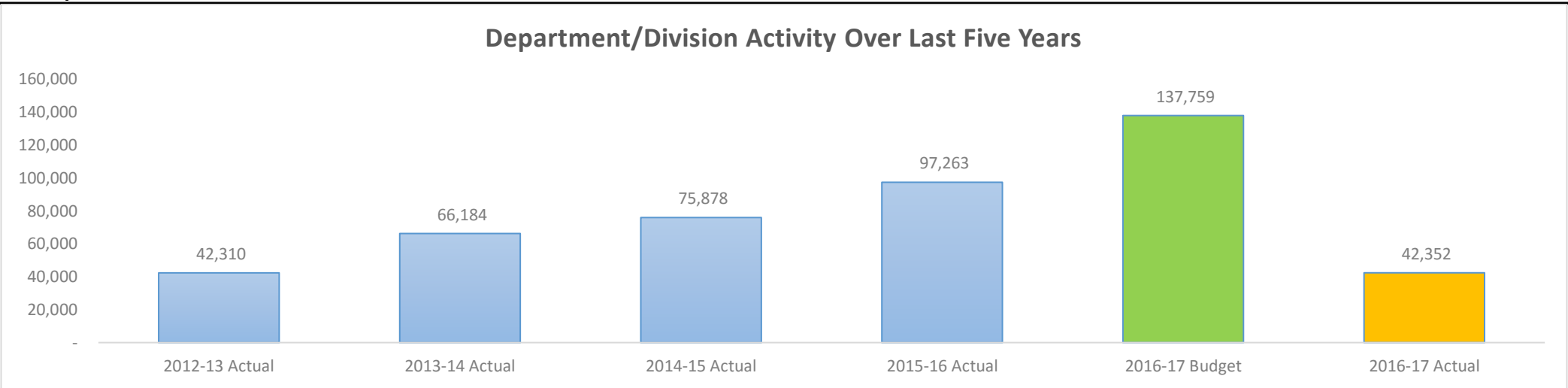
Budget Summary



Key Functions:

1. Legislative and policy making body of the City of Ukiah.

Activity Trends



Goals and Objectives	Status	Department/Division Comments:
1 Develop a prioritized plan for maintaining and improving public infrastructure.	In progress	Notable Action Items: Completed five year water, electric, and solid waste rate reviews; General Sales Tax (Measure Y) approved
2 Planning Valley-Wide takes place based on sound planning principles.	In progress	Notable Action Items: Ongoing efforts to develop a plan for the devlivery of fire services; attempting to seek alternatives outside of litigation with the Ukiah Valley Sanitation District
3 Facilitate the development of a sound local economy that attracts investment, promotes economic diversity, supports businesses, creates employment opportunities, and generates public revenues.	In progress	Notable Action Items: Receivership granted for the Palace Hotel; Completed a hotel feasibiltiy study in an effort to attract an anchor tenant to the downtown core
4 Council and staff work together to create a more responsive and effective workplace environment.	In progress	Notable Action Items: Developed/Identified organizational core values; Implemented project/news pages on the City's website; deployed a mobile applications for reporting issues to the City; expanded utilization of social media
5 Outsource, printing and mailing of utility billings, and delinquent notices through Infosend. This will also include the printing of billing insersts that go out with monthly billings.	Complete	

City of Ukiah
Activity Summary

Fiscal Year 2016-17



	Name	Number	Number of FTEs (department-wide)
Department	CITY CLERK	11	2.00
Division	CITY CLERK	111	
Section	N/A		

Description

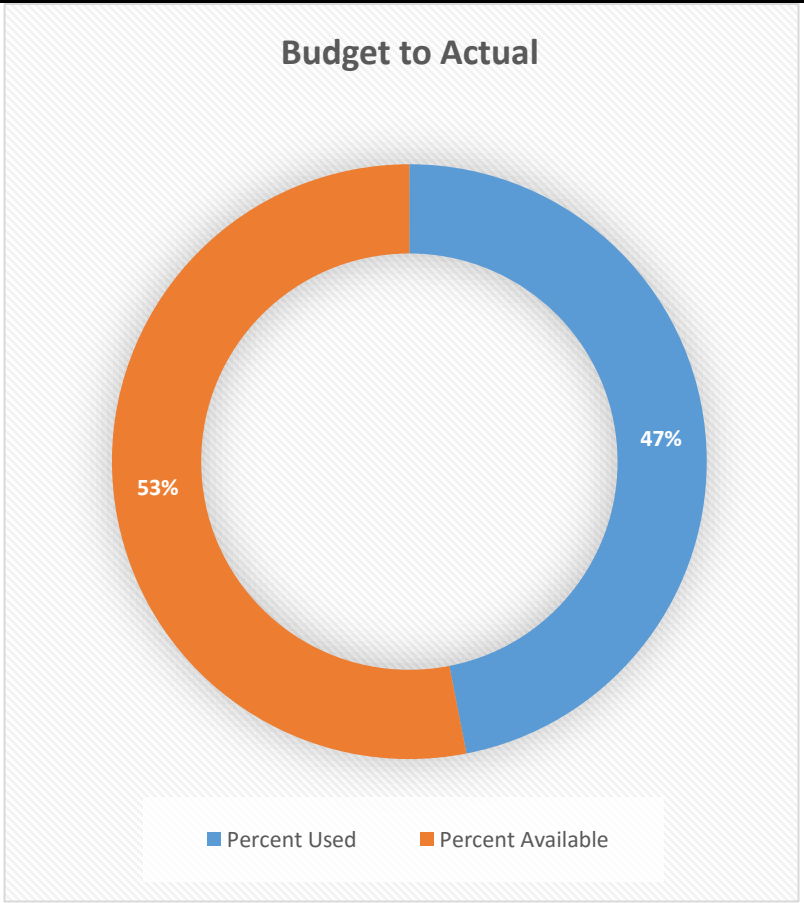
The Office of the City Clerk is a service area within the municipal government upon which the City Council, all City departments and the general public rely on for information regarding the operations and legislative history of the City. The impartial office respectfully serves as the liaison between citizens and the municipal government and keeps them informed of the actions of the City government.

The City Clerk is an appointed official who serves as Clerk to the City Council, Successor Agency to the Redevelopment Agency (RDA), Oversight Board to the Successor Agency to the RDA, and also serves as administrative support for the City Manager's office. The City Clerk's Office conducts municipal elections, both scheduled and special, and is also charged with maintaining all official records; keeping complete and accurate records of City Council, Successor Agency, Oversight Board and other related proceedings; maintaining the Municipal Code; filing Campaign Statements and Statements of Economic Interests, as required by the Fair Political Practices Commission (FPPC) and municipal law; publishing all ordinances adopted by the City Council; advertising notices of hearings, bid openings, Board and Commission vacancies, and other legal notices; receiving claims and court documents; processing Public Record Act requests; administering the Records Management Program; and maintaining a comprehensive historical collection of documents.

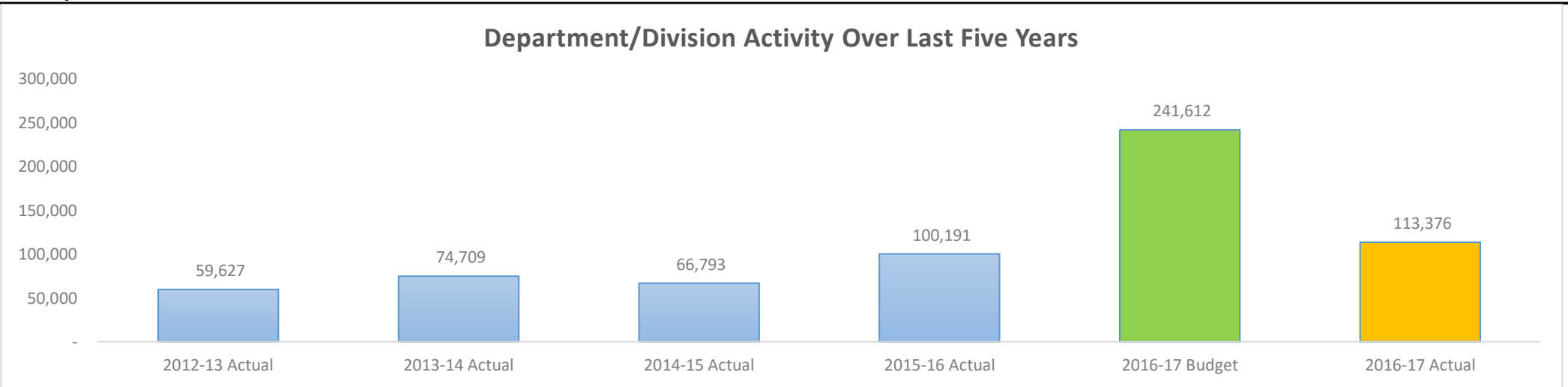
Key Functions:

1. Record keeper of the City
2. City elections
3. Administrative support to the City Manager's Office

Budget Summary



Activity Trends



Goals and Objectives	Status	Department/Division Comments:
1 Complete entering all record categories of documents located in the vault into electronic filing systems, to make them more accessible for both staff and public.		Partial lease agreements and on-going current contracts have been added to the electronic repository; however, the primary focus this past year has been a large number of Public Record Act requests, which have taken precedent.
2 Process old files with expired retention dates for review and possible destruction.		
3 Improve online public accessibility for records and documents through the expansion of City Clerk web pages.		Resolutions and ordinances for the past five years have been placed in BOX with a link from the website for public accessibility. The Clerk's office will continue to work towards providing these documents online through Laserfiche, which will provide a high-powered search mechanism.
4 Develop plan for central file system for records held within individual departments.		The Clerk's office will begin construction of a Central Filing System framework in Laserfiche before the end of the fiscal year.
5 Clear out and organize administrative records in the rolling file system.		The need to move all storage retention boxes from the upstairs attic to a new location has taken precedent. This project poses questions that the Clerk's office will be submitting to the Innovation team to analyze and make recommendations.

CITY OF UKIAH
2017-18 BUDGET KICK-OFF AND 2016-17 MIDYEAR REVIEW

6	Continue writing sections for detailed desk manual.		This is an on-going process.
7	Facilitate possible November election.		
8	Continue to develop and instigate systems to facilitate efficiency and organization in the City Clerk department.		Acquired agenda flow program; established action minutes for City meetings and have set up training for all clerks; in process of acquiring device to provide audio/visual recordings of meetings off-site and in conference rooms. This is an on-going process.

Activity Trends

City of Ukiah
Activity Summary

Fiscal Year 2016-17



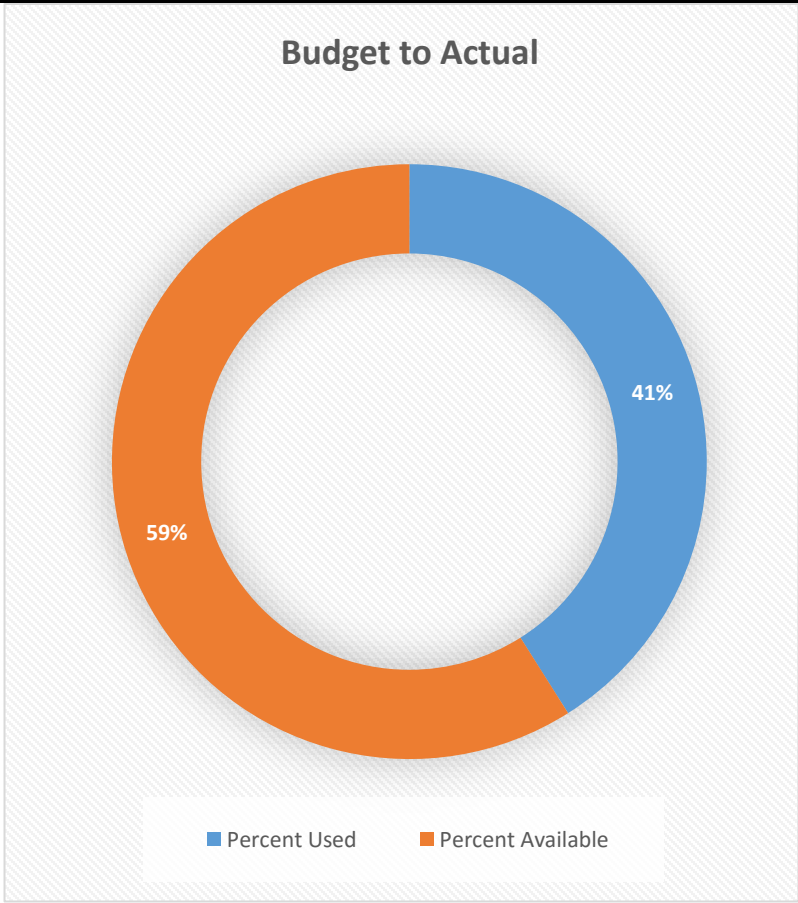
	Name	Number	Number of FTEs (department-wide)
Department	CITY MANAGER	12	2.50
Division	CITY MANAGER	121	
Section	N/A		

Description

Appointed by the City Council to serve as the City's chief administrative officer, the City Manager is responsible for setting goals and providing administrative direction for all City departments in accordance with the policies established by the City Council. The overall departmental objective is to carry out the policies established by the City Council, in an effort to maintain and improve the quality of life in Ukiah.

The City Manager's Office Budget includes Economic Development, the Successor Agency (former Redevelopment Agency), General Government Buildings, Visit Ukiah, in addition to Administrative Support and Community Outreach.

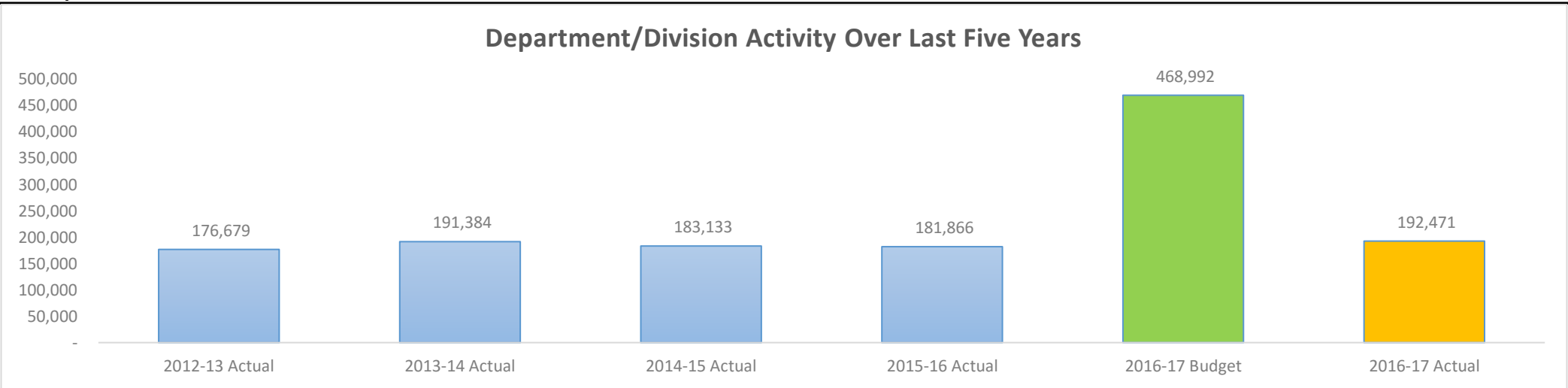
Budget Summary



Key Functions:

1. Chief Executive Officer of the City.

Activity Trends



Goals and Objectives	Status	Department/Division Comments:
1 Continue to assist with the development and implementation of the City Council's Strategic Planning.	In progress	
2 Reorganize the Finance Department to effectively provide fiscal management support for all City operations and services, including the recruitment of a new Finance Director.	Completed	The recruitment for a new Finance Director was completed. In addition, the Director has completed the implementation of the initial, Council approved reorganization of the Finance Department.
3 Support the Council with the development of a tax sharing agreement with the County of Mendocino.	In progress	While active meetings between the City and County ad hocs were deferred over the past year, City and County staff continue to coordinate the necessary data to reengage in discussions. Meetings are anticipated to start prior to the end of the current fiscal year.
4 Develop and implement new organizational strategies to further embed and strengthen core values within the culture of the agency.	In progress	The City Manager's Office has coordinated the development and implementation of a work plan to further evolve operations in line with the organization's identified values of safety, teamwork, professionalism, and service.

CITY OF UKIAH
2017-18 BUDGET KICK-OFF AND 2016-17 MIDYEAR REVIEW

5	Develop strategies and foster discussions to end the Ukiah Valley Sanitation District's litigation against the City.	In progress	The City of Ukiah continues to request that the District consider a change in process outside of litigation to resolve the dispute and restore a working relationship, recognizing there is simply too much at stake for the ratepayers, system operations, and the community. Outside of litigation and mediation efforts, the District has not been receptive to discussions with staff or the City Council.
6	Develop a long term delivery plan to stabilize fire and emergency medical services.	In progress	Fire District and City ad hocs continue to engage in efforts to explore the viability and benefits of a long term merger while continuing to foster the current merged activities.

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CITY OF UKIAH
2017-18 BUDGET KICK-OFF AND 2016-17 MIDYEAR REVIEW

**City of Ukiah
Activity Summary**

Fiscal Year 2016-17



	Name	Number	Number of FTEs (department-wide)
Department	CITY MANAGER	12	5.00
Division	INFORMATION TECHNOLOGY	229	
Section	N/A		

Description

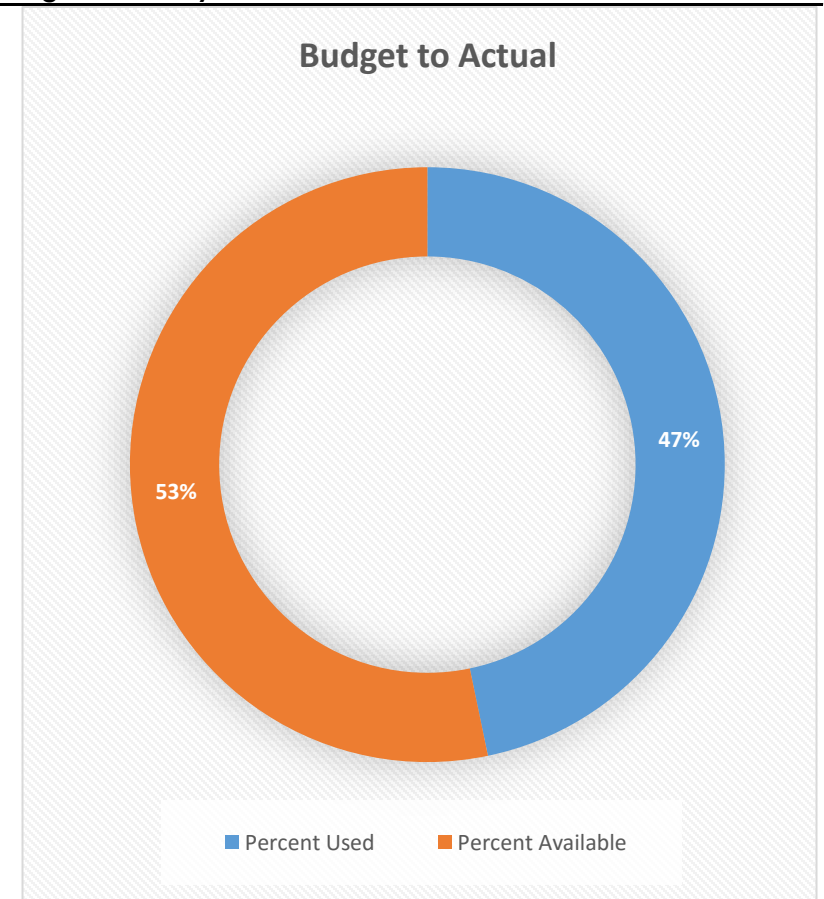
The Information Technology Department provides management and technical services for the City's computer, network and telephone systems. These systems provide all of the City's computer services, including standardized desktop applications, business applications, databases, electronic mail, remote access, mapping and other services. IT services include system planning, maintenance, network security, systems back-up, internet access and oversight of user applications. The IT Department provides direct customer support to employees through desktop installation, configuration, maintenance, repair, and network access services. In addition, the IT Department oversees the development, continuing enhancement, and maintenance of the City's internet and intranet sites. The IT Department provides end user technology training to all departments either through in-house training and/or outside service providers. Our goal is to provide solutions that enable our employees to become more efficient in their daily tasks. When our employees are productive and efficient, we are accomplishing our goal.

The IT Department is housed administratively in the City Manager's Office.

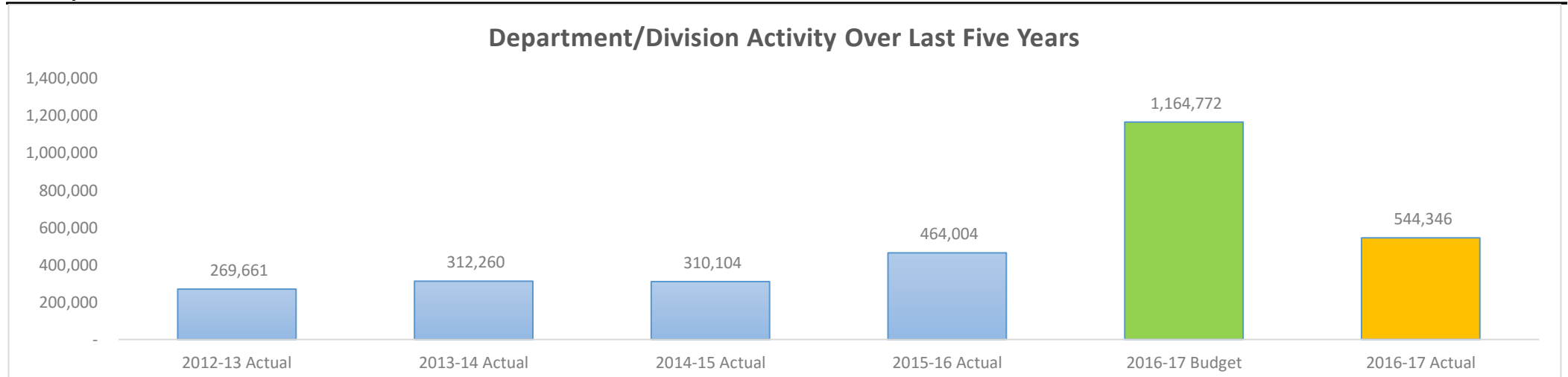
Key Functions:

1. IT planning and support for all City department, functions, and locations.

Budget Summary



Activity Trends



Goals and Objectives	Status	Department/Division Comments:
1 Card Lock (Phase 2) - Access Control System Installation - Selective Police Department Doors and PD IT Server Room/CC IT Server Room/IT Office Doors.	In progress	Purchasing is going out to bid, considering the total cost of the project. As soon as it is accomplished and approved by Council, this project will proceed.
2 Veeam Backup and Replication Enterprise - 5 hours.	Cancelled	Our contract vendor provided another solution with software we currently use in house. We will reconsider, if the current solution fails.
3 Provide Ongoing IT Operational Training Sessions for all new employees, as well as existing employees. This will help all employees become better aware of IT solutions and procedures.	In progress	We are continuing to compile as much information as possible and will implement when complete. Until then, we are providing training employees as needs arise.
4 Proceed with network architecture plan, to provide Disaster Recovery for our Network at an off-site location.	In progress	We are continuing to develop this plan and will likely use Microsoft Azure Cloud based services as a solution.
5 (2 CPU Sockets Per Host) - 1 additional Cluster Server VM-Host.	Cancelled	The direction on this objective has changed. We have re-engineered and are pursuing other options.

CITY OF UKIAH
2017-18 BUDGET KICK-OFF AND 2016-17 MIDYEAR REVIEW

6	Begin creation of an IT Master Plan - Reflective of IT Operations and Maintenance.	In progress	We are continuing to collect data based on equipment life cycle planning. We are working with our contract vendors to accomplish an ongoing result. This will ultimately affect IT operational efficiencies.
7	Begin IT training/assimilation of IT/Project Management for Munis enterprise resource planning (ERP) Operations - provide new tech support triage model between Users, IT and Operating System and Database Administration (OSDBA).	In progress	IT staff has been intervening in areas it can to help users with Munis problems. We are continually learning as many aspects as possible to assist users with their daily work flow.
8	Continue Project related training and knowledge transfer from Portola Systems, for hands-off of technical support as related to PD Car mobiles, Virus Video Storage Server, Netmotion Server.	Completed	IT staff is now supporting this infrastructure and the project has been handed off to the City of Ukiah IT Department.
9	Continue Project related training and knowledge transfer from Portola Systems, for hand-off of technical support as related to "Change Management" our new Checkpoint Firewall.	In progress	We are reaching out to Checkpoint services for necessary Checkpoint support and daily change management. We have also planned training to designated staff this year to enable us to handle day to day operational changes to break contract service dependencies.
10	End of Life Replacement - Cluster Servers, Switches, VMM Server Replacement	In progress	These Servers and Network Switches are the core of our operations infrastructure and provide all resources required for our Virtual Servers to function. All of our operations depend on this. Every 5 year cycle, our support contract ends through Dell as the equipment nears end of life. The 6th and 7th support years are purchased as extended support. After that, there is no additional support. We have purchased our 6th year and do not want to pay for the seventh at FY end, as this can be rolled into the replacement cost of the new equipment for the next cycle.
11	End of Life Replacement - Compellent City Cloud Storage	In progress	This is our City Cloud Storage and works in conjunction with our Cluster Servers and Switches. In addition, all of our Virtual Servers utilized for all City Operations function within this. Every 5 year cycle, our support contract ends through Dell as the equipment nears end of life. The 6th and 7th support years are purchased as extended support. After that, there is no additional support. We have purchased our 6th year and do not want to pay for the seventh at FY end, as this can be rolled into the replacement cost of the new equipment for the next cycle.
12	Sharepoint On Premise and Box Migration to Office 365	In progress	The City of Ukiah utilizes an on-premise Sharepoint Intranet for calendar scheduling, departmental documents and other services. Rather than continue to attempt maintenance of this in house, our current Office365 licensing offers free hosting as part of our current E1 licensed services. We would need to migrate our on-premise Sharepoint to Office365. Office365 includes Cloud email, services and Storage. This year, these services are acceptable as a replacement for "Box" services and have the same functionality. Rather than Pay for another year of licensing for Box, we are planning to implement Office365 services to get ahead of the FY end renewal date.

CITY OF UKIAH
2017-18 BUDGET KICK-OFF AND 2016-17 MIDYEAR REVIEW

**City of Ukiah
Activity Summary**

Fiscal Year 2016-17



	Name	Number	Number of FTEs (department-wide)
Department	FINANCE	13	
Division	UTILITY BILLING	133	
Section	N/A		

19.76

Description

The Finance Department is responsible for all financial accounting, reporting, and management activities for the City, serving over 150 internal customers and over 10,000 external customers.

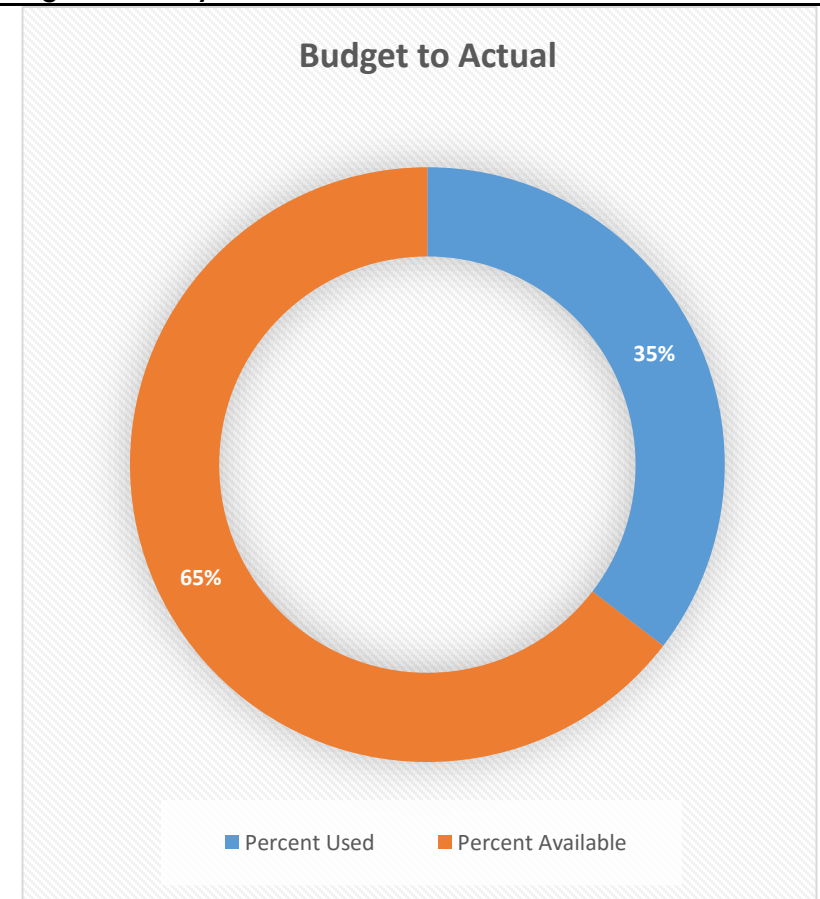
It consists of 4 distinct, yet integrated divisions:

-Accounting, Budget Development and Management, Procurement, and Billing and Customer Service.

The Billing and Collection Division, of the Finance Department, produces bills for over 10,000 customer accounts each month, consisting of 4 utility cycles and one Ukiah Valley Sanitation District (UVSD) cycle. Utilities billed include electric, water, sewer and garbage. In addition, the City processes 150-200 billings for airport hangar rentals, parking permits, insurance claims, retiree benefits, booking fees, driving under the influence (DUI) fees and miscellaneous job cost recoveries. Further, the Billing and Collections Division issues Business Licenses to over 1,400 businesses per year.

Currently the Division is staffed with nine full-time team members, including a Billing and Customer Service Manager, Customer Service Representatives, and Meter Readers.

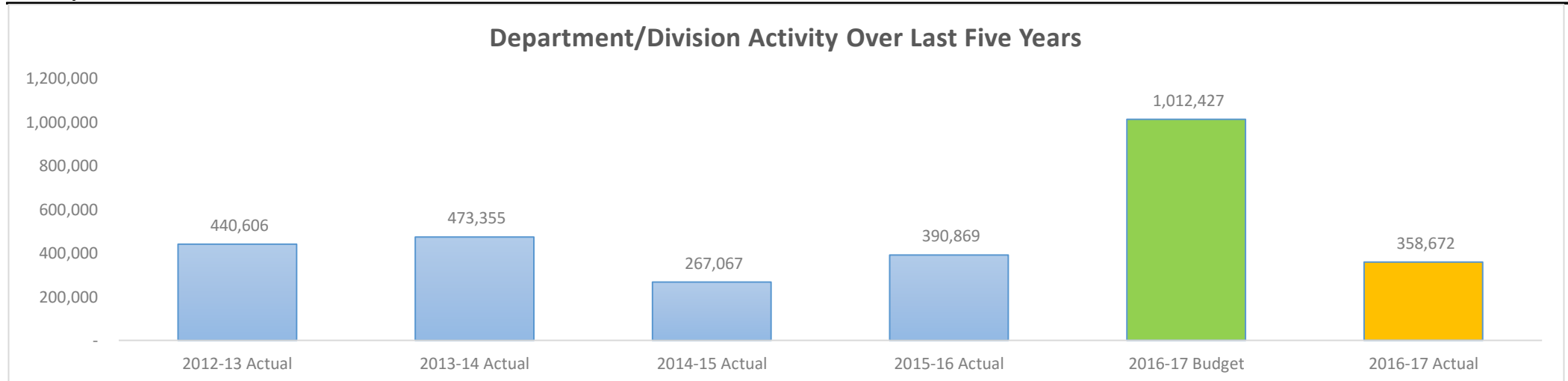
Budget Summary



Key Functions:

1. Utility and general billing
2. Meter reading
3. Customer service

Activity Trends



Goals and Objectives	Status	Department/Division Comments:
1 Complete implementation of Tyler Munis Software.	In progress	Staff continues to evaluate the Munis utility billing and customer service module as a suitable solution. Evaluation is expected to be complete by end of fiscal.
2 Complete update of desk manuals for Munis Software.	In progress	Currently being reevaluated.
3 Re-evaluate the Division's operations needs upon full implementation of Tyler Munis Software.	In progress	
4 Expand credit card services to miscellaneous payments (Parking Permits, Parks & Recreation, Employee Health Premiums, etc.)	In progress	Expected completion in fiscal year 2017-18
5 Outsource, printing and mailing of utility billings, and delinquent notices through Infosend. This will also include the printing of billing inserts that go out with monthly billings.	Complete	

City of Ukiah
Activity Summary

Fiscal Year 2016-17



	Name	Number	Number of FTEs (department-wide)
Department	FINANCE	13	19.76
Division	ACCOUNTING	134	
Section	N/A		

Description

The Finance Department is responsible for all financial accounting, reporting, and management activities for the City, serving over 150 internal customers and over 10,000 external customers.

It consists of 4 distinct, yet integrated divisions:

- Accounting
- Budget Development and Management
- Procurement, and
- Billing and Customer Service.

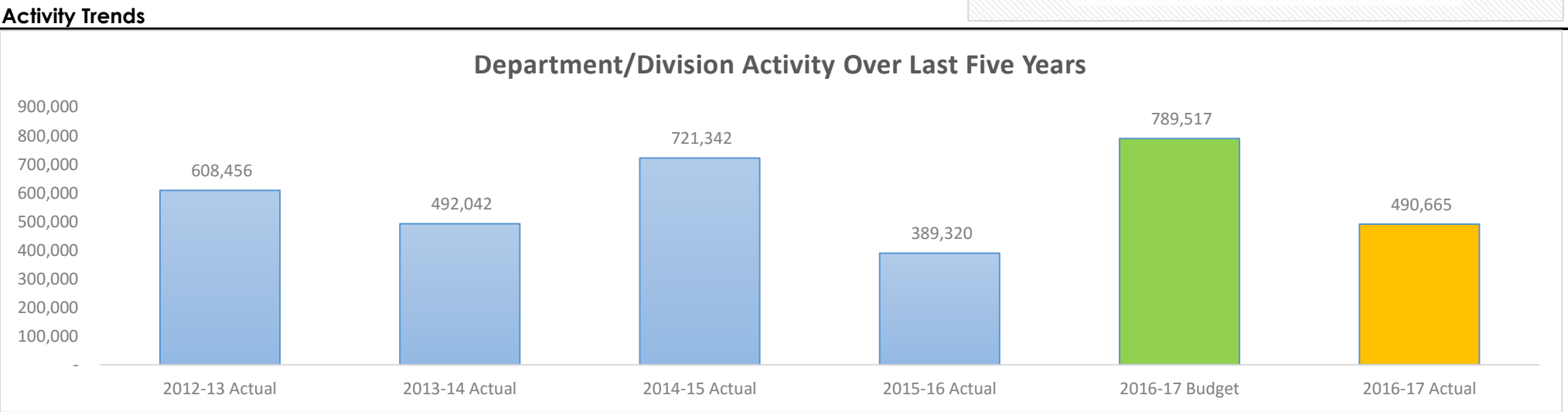
The Accounting Division is responsible for accounts payable, accounts receivable, payroll, general ledger and accounting, budgeting, managerial and financial reporting, and advisory services to the City Manager, departments, and the City Council. The name of this division will be revised to encompass the full compliment of services it offers.

Budget Summary

■ Percent Used ■ Percent Available

Key Functions:

1. Financial advisor to the City Manager and Council
2. Fiscal services to City departments/divisions
3. Budget development, accounting, reporting, and treasury management



Goals and Objectives	Status	Department/Division Comments:
1 Update business license software and bring back in house.	In progress	Expected to be implemented by end of fiscal year.
2 Continue implementation of Opengov and work on expanding Opengove reporting to departments and public.	Deferred	Contract renewed. Implementation scheduled for 2017-18.
3 Complete Wastewater rate study and fee.	Not started	Expected to begin 4th quarter.
4 Cross-train in Payroll and in other esential functions in order to provide needed backup support for the department.	In progress	Payroll Officer anticipated to retire by December 2017.
5 Complete implementation of automated Public Employees Retirement System reporting.	In progress	
6 Recruit a new Finance Director and ill other vacant positions in the department.	Completed	He's fantastic.

CITY OF UKIAH
2017-18 BUDGET KICK-OFF AND 2016-17 MIDYEAR REVIEW

**City of Ukiah
Activity Summary**

Fiscal Year 2016-17



	Name	Number	Number of FTEs (department-wide)
Department	FINANCE	13	19.76
Division	PURCHASING	135	
Section	N/A		

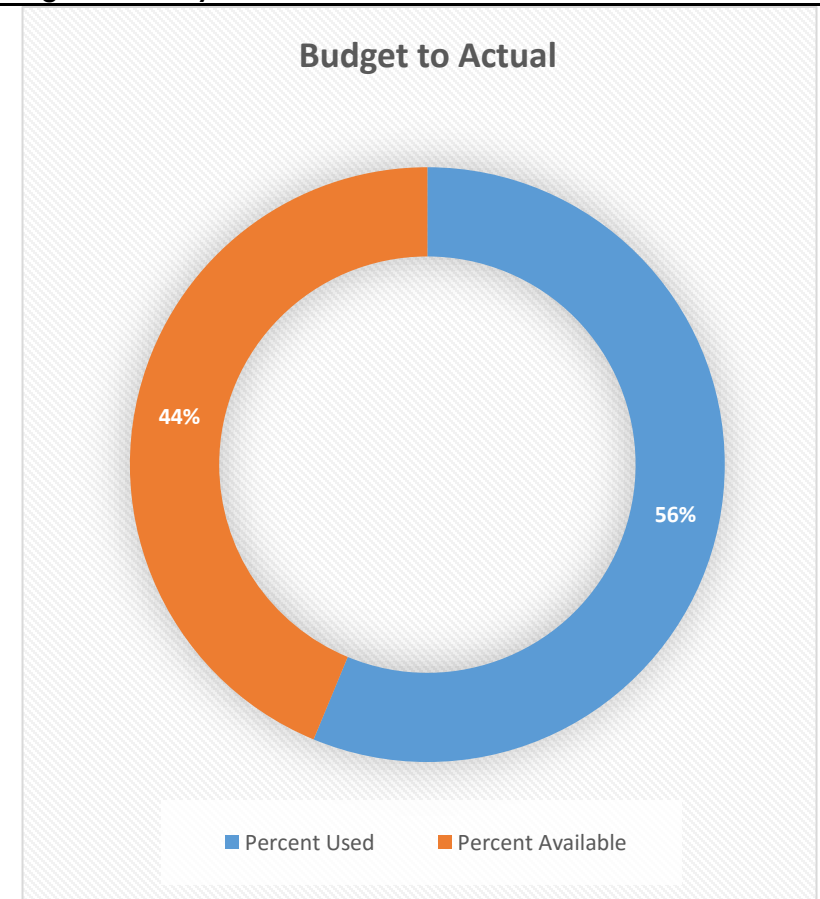
Description

The Finance Department is responsible for all financial accounting, reporting, and management activities for the City, serving over 150 internal customers and over 10,000 external customers.

It consists of 4 distinct, yet integrated divisions: Accounting, Budget Development and Management, Procurement, and Billing and Customer Service.

The Purchasing Division, of the Finance Department, coordinates and executes the procurement of equipment, supplies, construction contracts, and contractual services for all City departments, which includes maintaining the warehouse inventory for the electric, water, and wastewater utilities. In, addition, Purchasing facilitates the sale and/or disposal of surplus supplies and equipment. It currently is staffed by 2.5 FTEs, including a Procurement Manager, Buyer, and Financial Services Specialist.

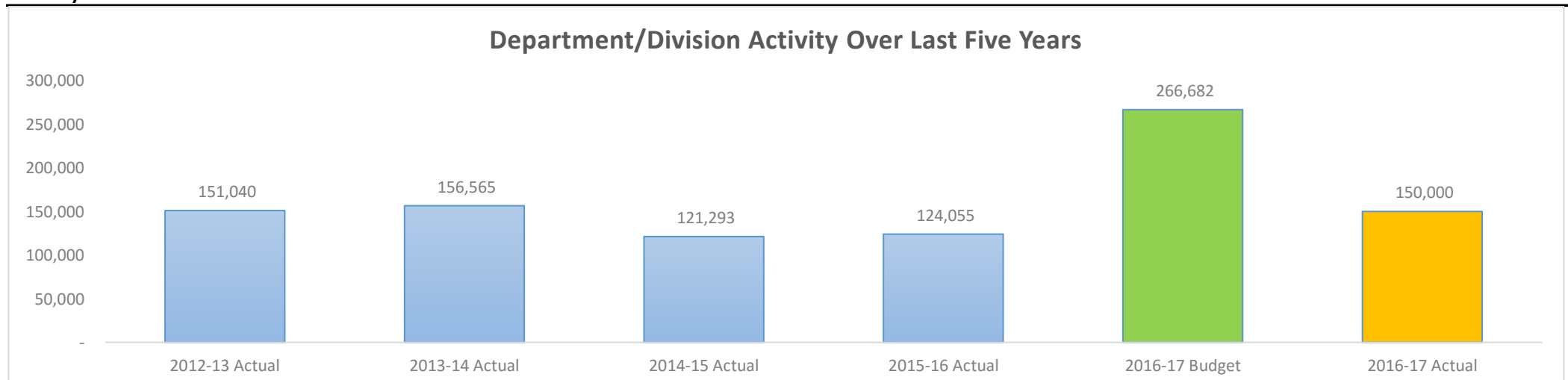
Budget Summary



Key Functions:

1. Manage all procurement activities for the City.
2. Manage all contracts related to procurement services.
3. Facilitate sale/disposal of surplus City supplies, vehicles, and equipment.

Activity Trends



Goals and Objectives

Status

Department/Division Comments:

1	Complete design and installation of EUD inventory warehouse.	IN PROGRESS	The design is complete. The contract was just completed for the purchase and installation of the storage system, which is anticipated to be completed by the end of this fiscal year.
2	Move EUD inventory and organize new warehouse facility at Hastings property.	DEFERRED	Completion of this task is contingent on staff move to the new site, which is not expected until next fiscal year.
3	Convert to Munis inventory module and implement barcode system.	DEFERRED	Preliminary work has been done, but completion is contingent upon the move to the new warehouse at Hastings property.
4	Expand on-line bidding capabilities.	IN PROGRESS	Have been working on and hope to be using before the end of fiscal year.
5	Utilize Munis Requisition module.	NOT STARTED	Working on training new procurement support staff before beginning this.

CITY OF UKIAH
2017-18 BUDGET KICK-OFF AND 2016-17 MIDYEAR REVIEW

6	Continue procurement support for all departments.	IN PROGRESS
7	Conduct purchasing training for employees.	IN PROGRESS
8	Facilitate more outreach and education to local vendors.	IN PROGRESS

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CITY OF UKIAH
2017-18 BUDGET KICK-OFF AND 2016-17 MIDYEAR REVIEW

**City of Ukiah
Activity Summary**

Fiscal Year 2016-17

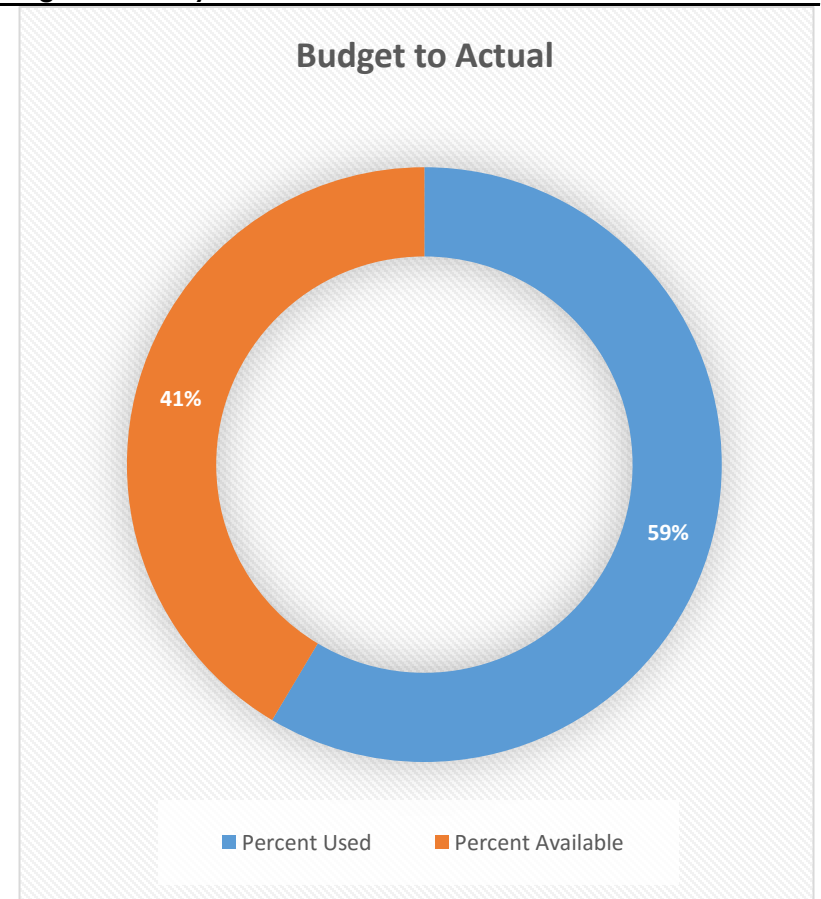


	Name	Number	Number of FTEs (department-wide)
Department	HUMAN RESOURCES/RISK MANAGEMENT	16	2.50
Division	HUMAN RESOURCES	161	
Section	N/A		

Description

The Human Resources and Risk Management Department consists of two full-time employees and one part-time employee responsible for providing professional support services to all General Fund Departments and Enterprise operations for the recruitment, retention and development of a viable, skilled workforce. In addition, we provide customer service, support and training to 175 allocated full-time employees (FTEs) and approximately 25 allocated part-time employees through administration of the City's labor relations and employee benefit programs. The Department also identifies potential areas of risk to the City and audits current practices to ensure the elimination or reduction of those risks; to ensure proper levels of insurance are acquired for contracts and/or lease of facilities on behalf of the City, and perform claims investigations to identify causes and develop preventive solutions to eliminate recurrence of risk.

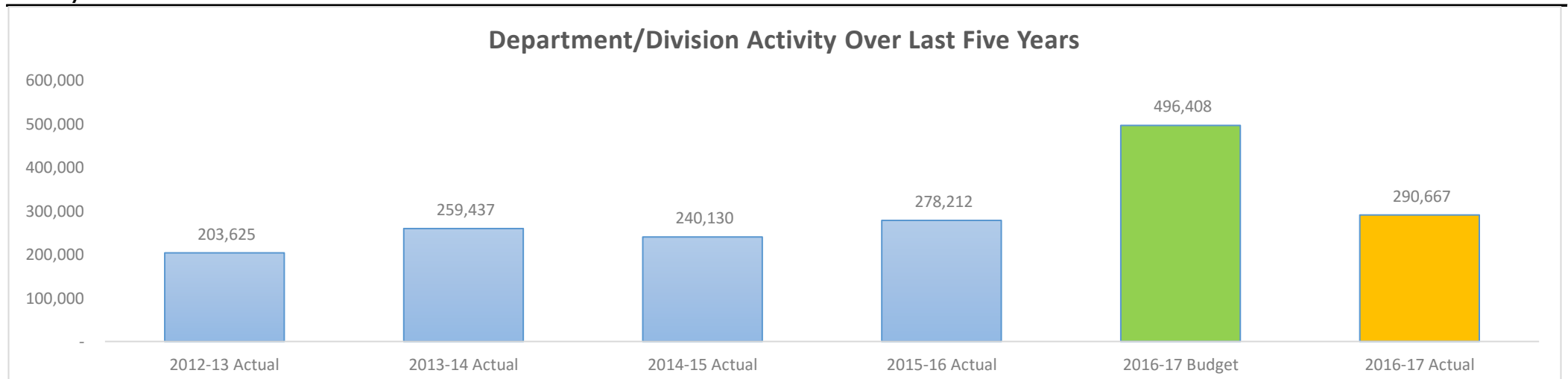
Budget Summary



Key Functions:

1. Labor relations
2. Recruitment and retention
3. Insurance and risk management

Activity Trends



Goals and Objectives	Status	Department/Division Comments:
1 Completion of a comprehensive revision/update of City of Ukiah Employee Manual for compliance with current laws.	In progress	The initial draft has been completed and is currently under review by HR Director.
2 Analysis and implementation of electronic timekeeping via the Munis HR/Payroll module.	In progress	The initial analysis has begun. Staff expect to receive training and begin set-up and testing in March 2017. This item will rollover into FY 2017/18.
3 Update of employee ID cards.	Not started	Staff is currently reviewing options and expect to purchase printer and create new employee ID cards by the end of FY 2016/17.
4 Analysis and implementation of online employment application software.	Deferred	To be completed in FY 2017/18

CITY OF UKIAH
2017-18 BUDGET KICK-OFF AND 2016-17 MIDYEAR REVIEW

**City of Ukiah
Activity Summary**

Fiscal Year 2016-17

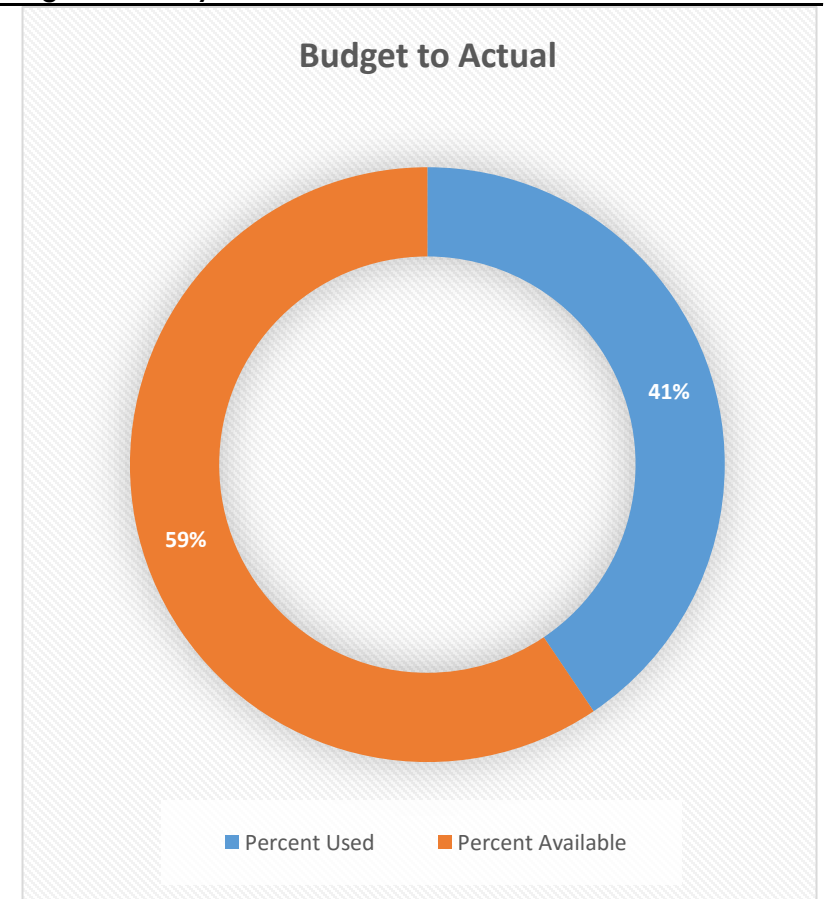


	Name	Number	Number of FTEs (department-wide)
Department	ECONOMIC SUCCESSOR HOUSING GRANTS	17	0.00
Division	ECONOMIC DEVELOPMENT	171	
Section	N/A		

Description

The Economic Development team has continued to significantly improve the level of support for business activity, resulting in the creation and retention of businesses and jobs. By leveraging multiple cross-department disciplines on an as-needed basis, the team maximizes staff expertise while efficiently addressing business, economic, grant and housing services. Personnel costs attributed to the Ukiah Successor Agency are reimbursed through the Redevelopment Agency dissolution process.

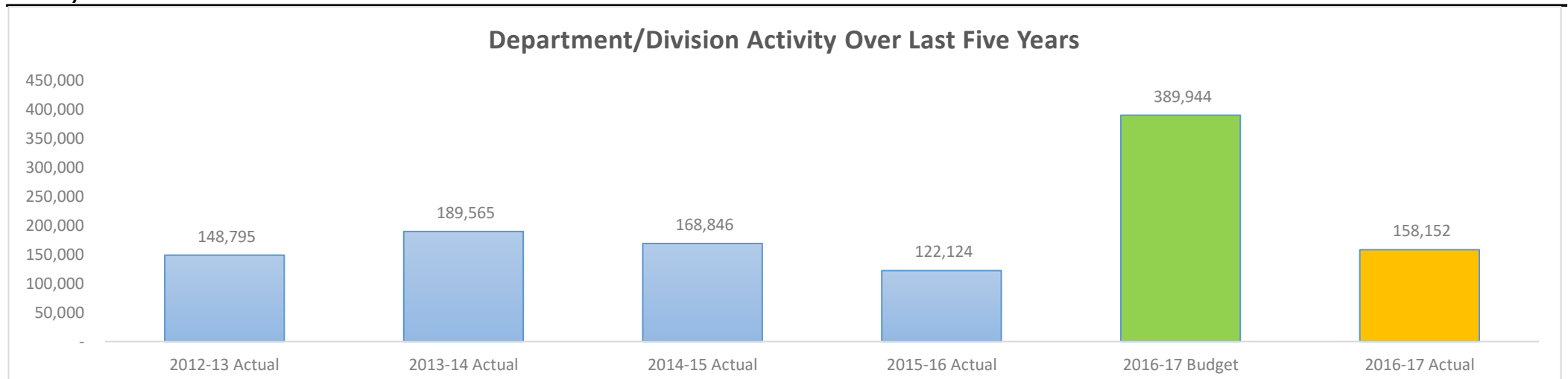
Budget Summary



Key Functions:

1. Business retention and attraction.

Activity Trends



Goals and Objectives	Status	Department/Division Comments:
1 Continue to facilitate the development of the Costco, courthouse, PEP Senior Housing, and Downtown Streetscape Projects.	In progress	Staff is actively working with the developers on each of these projects; timelines vary.
2 Continue to facilitate the development of housing, both affordable and market-rate, in the City of Ukiah.	In progress	Staff has implemented a development fee deferral program and is actively working with housing developers, both affordable and market rate, to develop new housing
3 Develop and implement an improved parking plan for the downtown area by evaluating the recommendations of the existing parking study to determine relevancy with the changed downtown business climate.	In progress	Ad Hoc Committee is meeting regularly and has held a community forum.
4 Continue to seek grant funding to facilitate economic development in the Ukiah area.	In progress	Staff applied for and received a CDBG grant for economic development and has applied for a HOME grant to implement a rental subsidy program and a first-time-home-buyers' program.
5 Continue outreach to and collaboration with the real estate and business communities, as well as other Ukiah-area organizations and agencies.	In progress	Staff regularly communicates with real estate professionals and various community organizations and serves as liaison to the Ukiah Main Street Program, Chamber of Commerce, and the Homeless Services Action Group.

CITY OF UKIAH
2017-18 BUDGET KICK-OFF AND 2016-17 MIDYEAR REVIEW

6	Continue to facilitate private investment in the areas of housing and commercial, and industrial development.	In progress	Staff has implemented a development fee deferral program and actively works to help locate new and moving businesses; has developed an economic profile brochure to help attract businesses.
7	Continue to develop business and economic resources and make available on the City Website.	In progress	Staff has developed an economic profile brochure to help attract businesses and maintains online resources.
8	Facilitate the discussion with stakeholders related to the possible reuse of the existing Courthouse site.	In progress	Staff is actively working with the developers of the Courthouse site, including parties who may be interested in the remaining parcels.
9	Engage with property owners in the downtown when persistent vacancies exist.	In progress	Staff has actively engaged with property owners of vacancies and worked to connect prospective businesses with them.

City of Ukiah
Activity Summary

Fiscal Year 2016-17

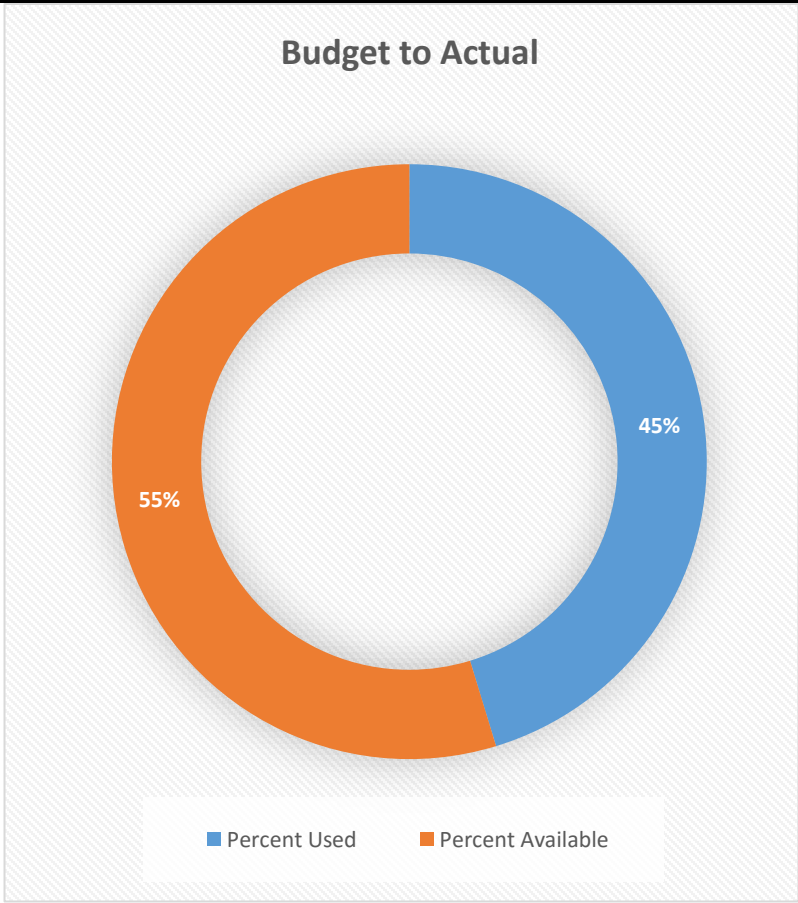


	Name	Number	Number of FTEs (department-wide)
Department	ECONOMIC SUCCESSOR HOUSING GRANTS	17	0.00
Division	SUCCESSOR AGENCY	172	
Section	N/A		

Description

The Economic Development team has continued to significantly improve the level of support for business activity, resulting in the creation and retention of businesses and jobs. By leveraging multiple cross-department disciplines on an as-needed basis, the team maximizes staff expertise while efficiently addressing business, economic, grant and housing services. Personnel costs attributed to the Ukiah Successor Agency are reimbursed through the Redevelopment Agency dissolution process.

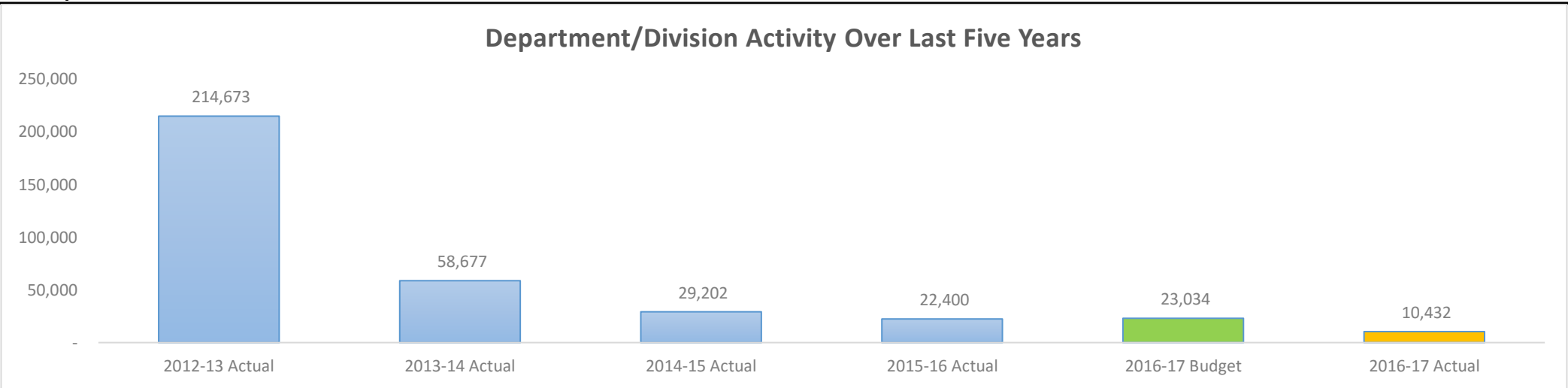
Budget Summary



Key Functions:

1. Dissolution of former Ukiah Redevelopment Agency
2. Manage the resulting effects of the dissolution of the RDA

Activity Trends



Goals and Objectives	Status	Department/Division Comments:
1 Implement the Recognized Obligation Payment Schedules for 16-17	In progress	The Successor Agency is currently implementing the ROPS for 16-17 which will be completed at the end of the fiscal year. In addition, the Successor Agency and Oversight Board approved the ROPS for 17-18 which is currently under review by the Department of Finance.
2 Explore the possible development of a last and final recognized obligation payment schedule.	Deferred	A last and final recognized payment schedule can't be filed with pending litigation per RDA Dissolution law. The existing case has been fully briefed and is awaiting oral argument. Count of Appeals #: C078589 (Superior Court #: 34-2014-80001744).
3 Continue with the implementaion of the approved Long Range Property Management Plan.	In progress	The Successor Agency is in the process of implementing the Long Range Property Management Plan which is a multiyear task. The disposition of the largest landholding of the Agency is currently in escrow with Costco Wholesale.

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CITY OF UKIAH
2017-18 BUDGET KICK-OFF AND 2016-17 MIDYEAR REVIEW

City of Ukiah
Activity Summary

Fiscal Year 2016-17

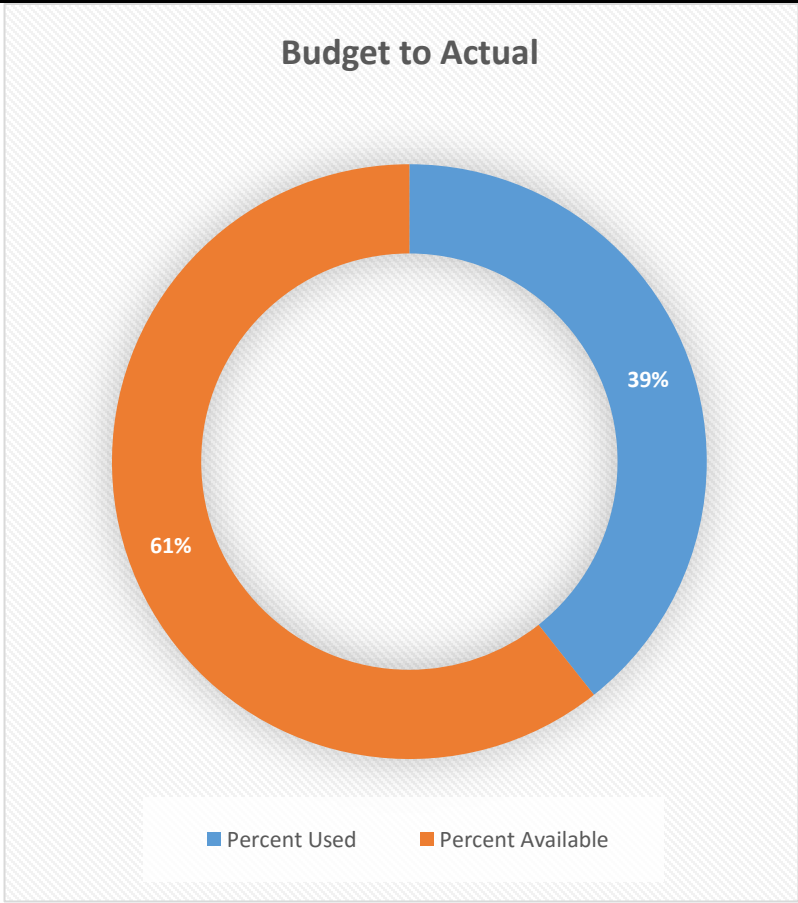


	Name	Number	Number of FTEs (department-wide)
Department	ECONOMIC SUCCESSOR HOUSING GRANTS	17	0.00
Division	ECONOMIC DEVELOPMENT	171	
Section	VISIT UKIAH	1711	

Description

The mission of Ukiah's Transient Occupancy Tax Program (TOT) is to responsibly administer a continuously improving promotional program for the Greater Ukiah Area utilizing Measure X funds. The Program will leverage partnerships with key groups and organizations, foster community pride, and increase tourism.

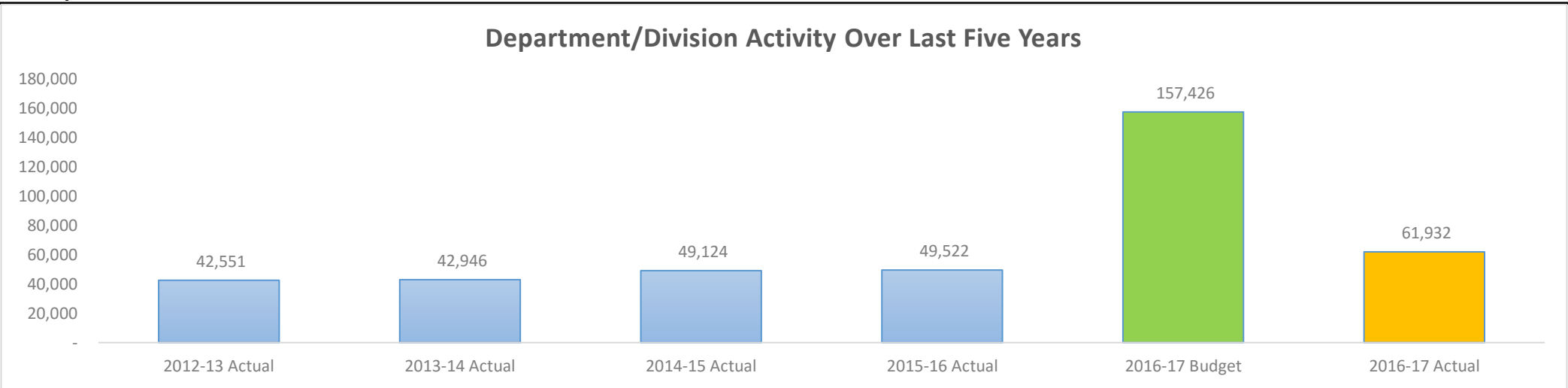
Budget Summary



Key Functions:

1. Development of a Ukiah brand
2. Marketing of Ukiah

Activity Trends



Goals and Objectives	Status	Department/Division Comments:
1 Continue to evolve the Visit Ukiah brand to ensure relevancy and effectiveness.	In progress	Visit Ukiah is developing a mobile app to help target a new demographic.
2 Continue to increase awareness of Visit Ukiah brand, both locally and in target markets through marketing, press releases, and work of mouth.	In progress	In addition to on-going advertising campaigns, Visit Ukiah has expanded its reach on additional social media platforms and has started distributing newsletters on a quarterly basis.
3 Continue to develop the resources at the Visitor Center by networking with other visitor centers and local hospitality-related businesses.	In progress	Visit Ukiah continues to maintain the most comprehensive event calendar in inland Mendocino County.
4 Continue to increase awareness of Ukiah as a destination wedding location.	In progress	Visit Ukiah continues to network with wedding venue operators and reach out to event planners.
5 Complete gateway signage project.	Not started	Visit Ukiah is planning to work on "refreshing" the brand and will incorporate new branding in gateway project.

CITY OF UKIAH
2017-18 BUDGET KICK-OFF AND 2016-17 MIDYEAR REVIEW

6	Develop hospitality training resources to improve level of service.	In progress	Visit Ukiah is seeking alternatives to classroom format, which has not yielded strong attendance.
7	Increase Visitor Center staffing to include Saturdays (during peak season) and additional weekday hours.	Completed	Saturday hours added to Visitor Center, plus additional Wednesdays during "off-season" as needed.
8	Increase distribution of Visit Ukiah brochures.	Completed	Brochures are distributed at the Sonoma County Airport, the Welcome Centers in Santa Rosa and Eureka, business locations throughout the County, and at various trade shows.

Goals and Objectives	Status	Department/Division Comments:

CITY OF UKIAH
2017-18 BUDGET KICK-OFF AND 2016-17 MIDYEAR REVIEW

City of Ukiah
Activity Summary

Fiscal Year 2016-17



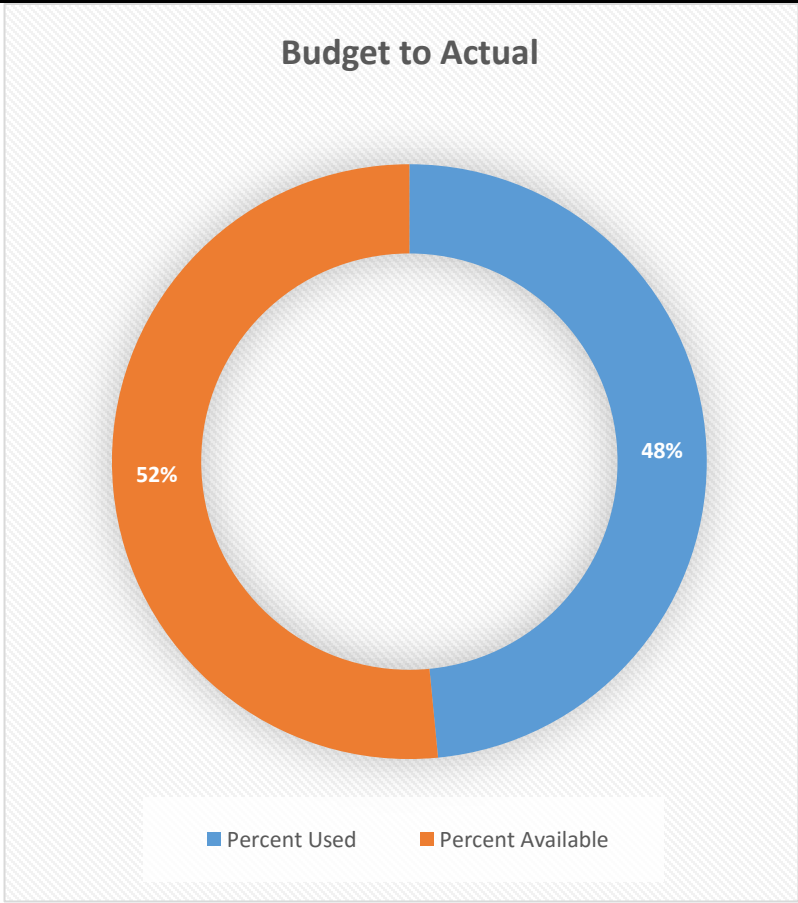
	Name	Number	Number of FTEs (department-wide)
Department	POLICE	20	49.80
Division	POLICE OPERATIONS	202	
Section	N/A		

Description

Police Department activities include: Enforcement, Major Crimes Task Force, Parking Enforcement, Code Enforcement, and Animal Control.

This budget unit encompasses all police activities, including dispatch and parking services. Dispatch services is further reported within their own summary sheets immediately following.

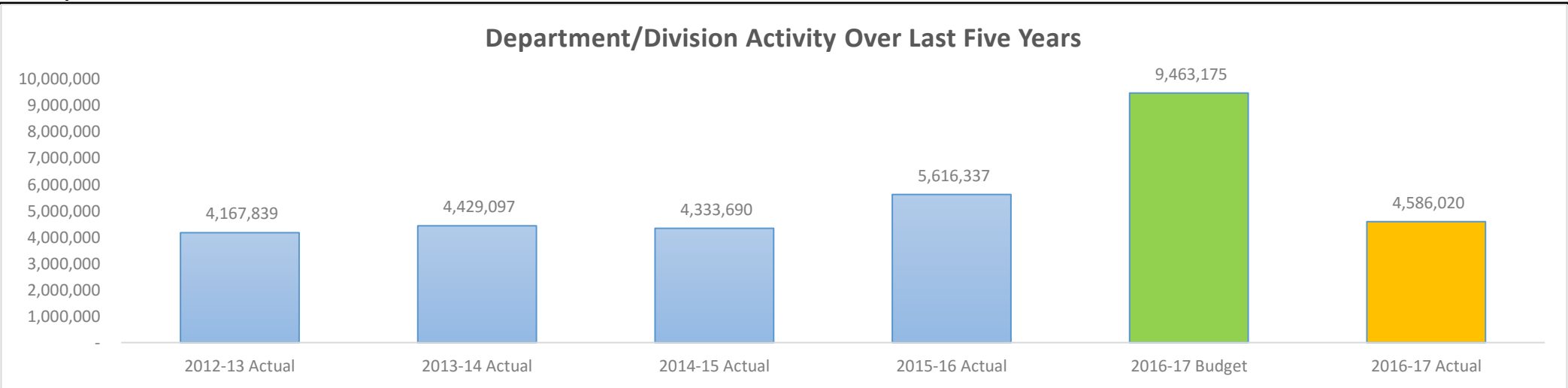
Budget Summary



Key Functions:

1. Police services to the Ukiah community

Activity Trends



Goals and Objectives

Status

Department/Division Comments:

1	Continue Police Strategic Plan.	In progress	
2	Continue to address community concerns: Code Enforcement, Homeless Strategies, Traffic Enforcement.	In progress	
3	Continue Community Outreach Programs.	In progress	
4	Continue work to improve Parking Program.	In progress	
5	Continue to identify, recruit and train new police officers.	In progress	

CITY OF UKIAH
2017-18 BUDGET KICK-OFF AND 2016-17 MIDYEAR REVIEW

6	Begin planning phase of text to 911 implementation.	In progress	
7	Continue Fort Bragg and Cal Fire Dispatch Contracts.	In progress	
8	Replace 2 dispatch chairs and supervisor computer.	Completed	
9	Revise Violation Fine Schedule and begin public discussion on the future of parking allocation and infrastructure improvement in the downtown core as it relates to future changes in use in the area.	In progress	

City of Ukiah
Activity Summary

Fiscal Year 2016-17



	Name	Number	Number of FTEs (department-wide)
Department	POLICE	20	49.80
Division	POLICE OPERATIONS	202	
Section	DISPATCH	2023	

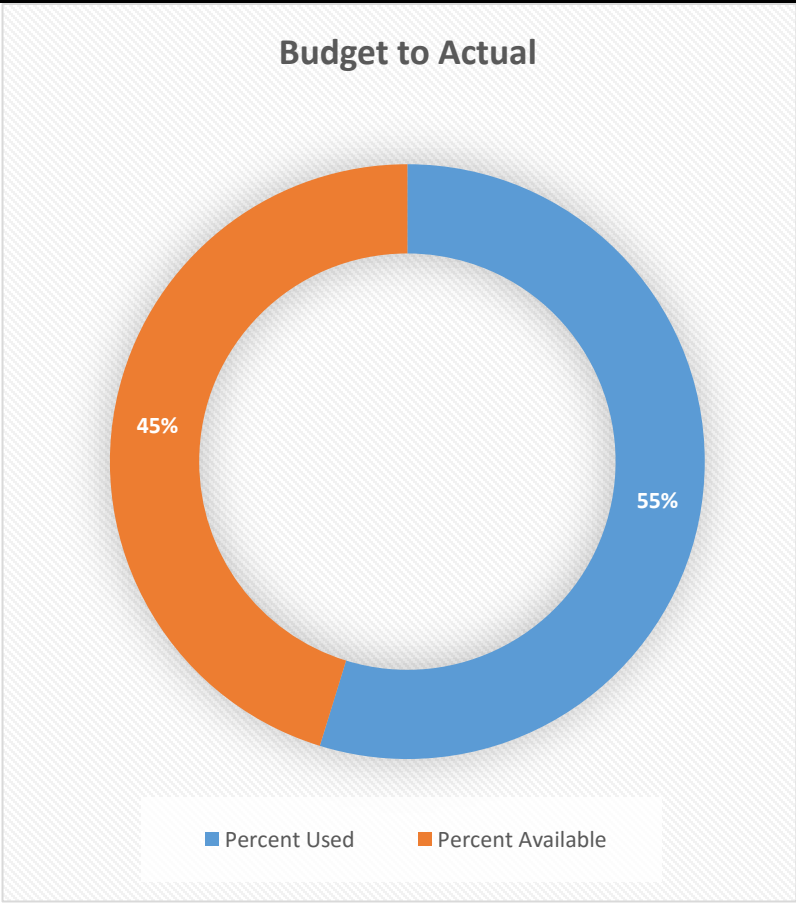
Description

Police Department activities include: Enforcement, Major Crimes Task Force, Parking Enforcement, Code Enforcement, and Animal Control.

Provide dispatching services for Police, Fire, Emergency (911), Electric, Water, Sewer and other City of Ukiah functions.

This service also extends to the City of Fort Bragg, which contributes financially to its operation.

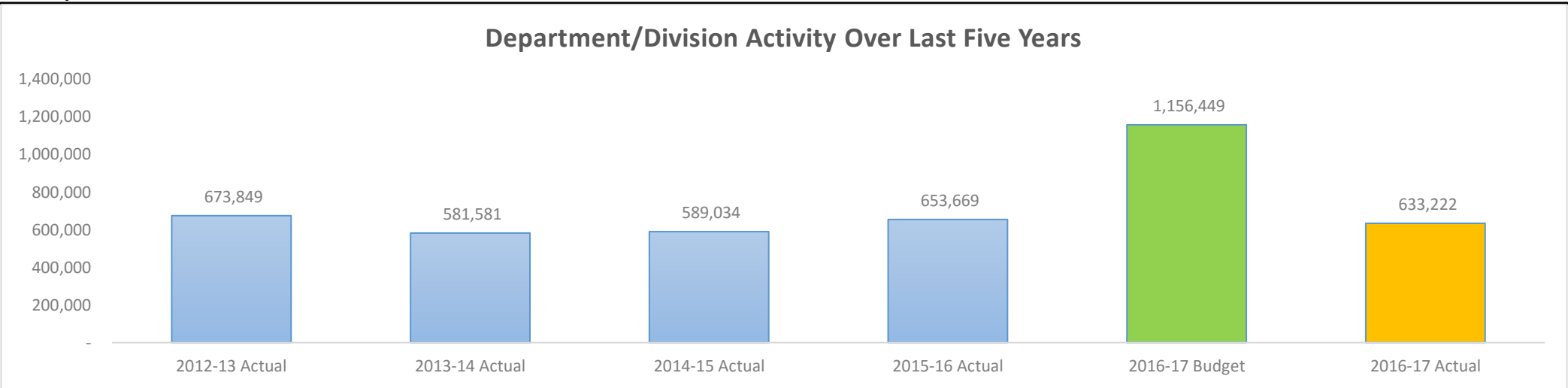
Budget Summary



Key Functions:

1. Dispatch services

Activity Trends



Goals and Objectives

Status

Department/Division Comments:

1	Begin planning phase of text to 911 implementation.	In progress	
2	Continue Fort Bragg and Cal Fire Dispatch Contracts.	In progress	
3	Replace 2 dispatch chairs and supervisor computer.	Completed	

City of Ukiah
Activity Summary

Fiscal Year 2016-17



	Name	Number	Number of FTEs (department-wide)
Department	FIRE	21	11.00
Division	FIRE ADMINISTRATION	212	
Section	N/A		

Description

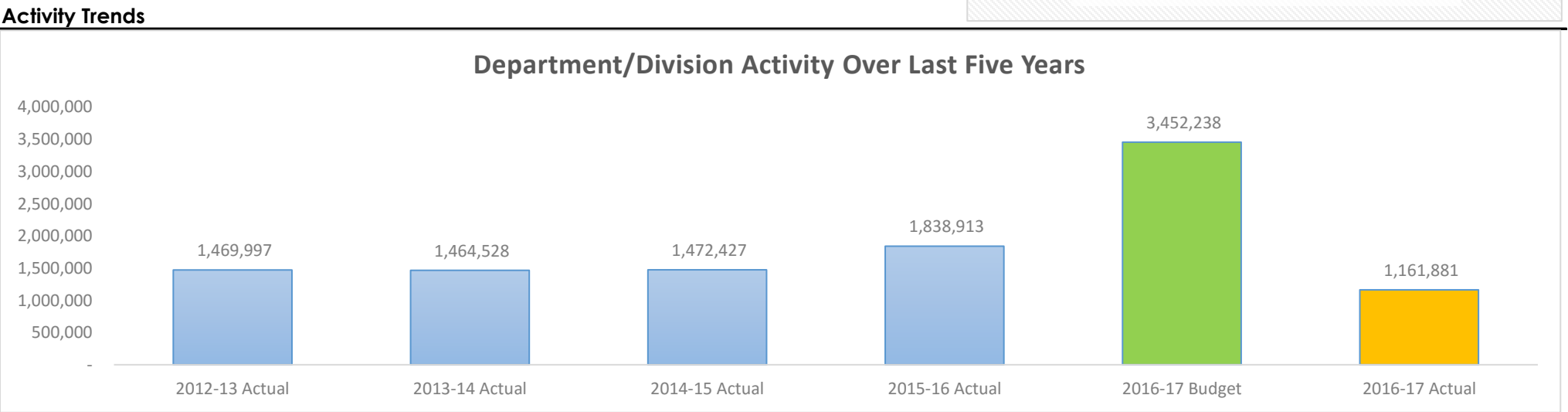
Fire activities, including Suppression, Prevention, and Volunteer services.

Budget Summary

■ Percent Used ■ Percent Available

Key Functions:

1. Fire protection



Goals and Objectives	Status	Department/Division Comments:
1 Continuation of joint fire services for entire valley.	In progress	
2 Continuation of joint volunteer fire training and volunteer development programs.	In progress	
3 Continuation of ALS services on initial response.	In progress	
4 Recreate and continue the agreemethn with UVFD.	In progress	
5 Look for alternative funding mechanism for Ukiah Valley Fire Authority. (UFD & UVFD)	In progress	
6 Due to nationwide volunteer shortage, look for ways to fund additional paid staff.	In progress	

City of Ukiah
Activity Summary

Fiscal Year 2016-17



	Name	Number	Number of FTEs (department-wide)
Department	COMMUNITY SERVICES	22	39.40
Division	PARKS	221	
Section	N/A		

Description

The City of Ukiah Parks Department consists of 16 parks, Ukiah Municipal Swimming Pools, 5 sporting areas, 5 tennis courts, and also provides maintenance for 9 parking lots, the city sub stations, Successor Agency properties, former Redevelopment housing properties, the Civic Center, Ukiah Railroad Depot property, Ukiah trails system, and School Street planters. The department also provides staffing support for Sundays in the Park, Family Fun in the Sun, Ukiah Country PumpkinFest, and other community events.

Budget Summary

Category	Percentage
Percent Used	52%
Percent Available	48%

Key Functions:
1. Park and recreation management

Activity Trends

Year	Activity Level
2012-13 Actual	638,906
2013-14 Actual	622,748
2014-15 Actual	703,142
2015-16 Actual	649,577
2016-17 Budget	1,191,086
2016-17 Actual	624,081

Goals and Objectives	Status	Department/Division Comments:
1 Continue to remove turf irrigation from around trees and mulch with recycle tree grindings.	In progress	This is a continuing project; however, we have completed areas of Todd Grove Park, Oak Manor Park, the Civic Center and other parks.
2 Continue replanting of trees and plants in all parks as necessary.	In progress	This is an ongoing process. Parks Department has planted numerous trees in various locations.
3 Repave the walkways and basketball court at Vinewood Park.	Not started	Applying for grant funding.
4 Continue to repair the rock wall around Todd Grove Park.	In progress	This is an ongoing project, as needed for maintenance and repairs.
5 Continue to pursue options to replace failing irrigation system in the Todd Grove Recreation Area.	In progress	Reclaimed water system is a probable option.
6 Continue to provide staffing support to other departments and agencies in our community.	In progress	On going service.
7 Review and update the Integrated Pest Management Policy.	In progress	This is an ongoing process as materials and practices evolve.

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1	Evaluate the aquatic facility to maximize space and plan for future renovations.
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City of Ukiah
Activity Summary

Fiscal Year 2016-17

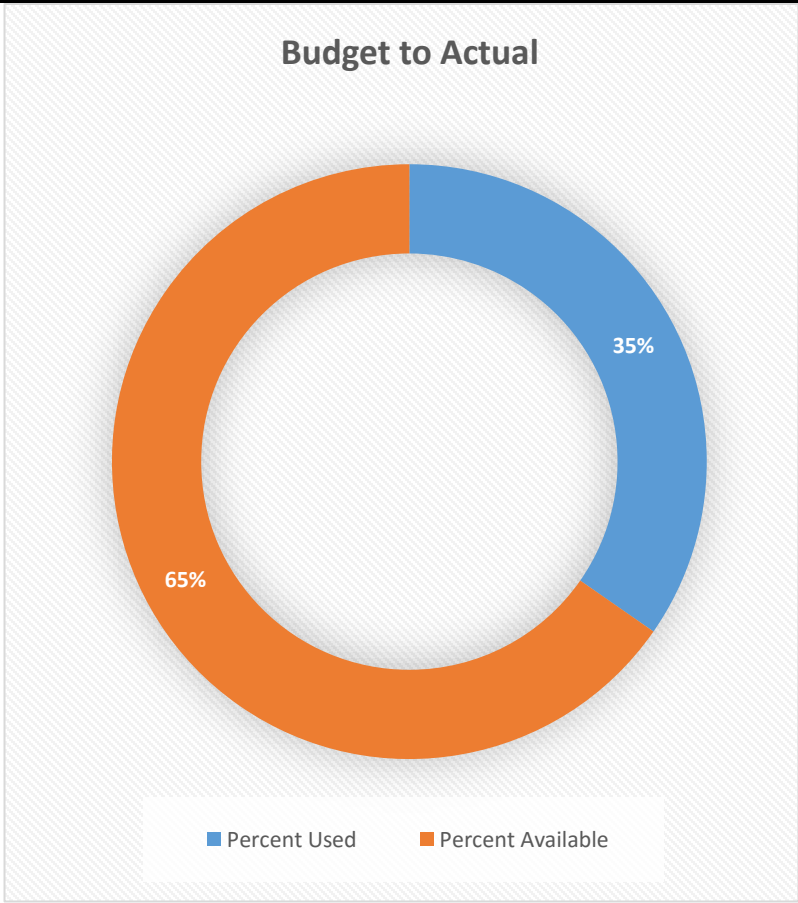


	Name	Number	Number of FTEs (department-wide)
Department	COMMUNITY SERVICES	22	39.40
Division	GOLF	224	
Section	N/A		

Description

Manage the operations, maintenance, and improvements at the Ukiah Valley Golf Course. The Facility is a Northern California Golf Association (NCGA) rated 18-hole, Par 70 course consisting of 5,850 yards of play on 89 acres. The Course is operated and managed by Tayman Park, a private contractor specializing in golf course management. The contract with Tayman Park will limit the City's ongoing exposure to increased operational expenditures and ensure a positive revenue flow to payback operational and capital debt to the City.

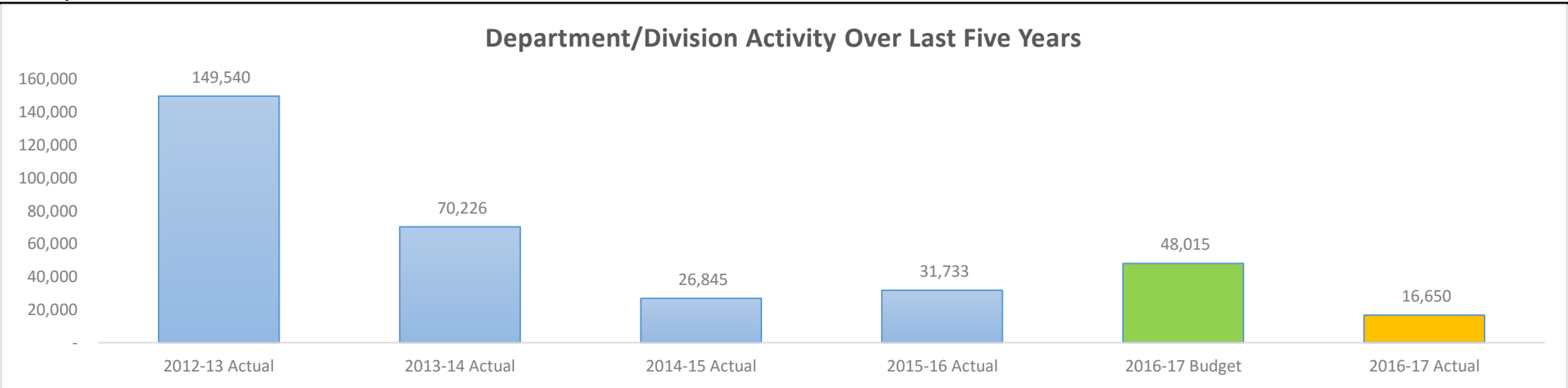
Budget Summary



Key Functions:

1. Operation and maintenance of Ukiah Municipal Golf Course

Activity Trends



Goals and Objectives	Status	Department/Division Comments:
1 Work with Tayman Park to expand play and tournament activities, ongoing work performed by Tayman Park.	In progress	Ongoing goal and objective.
2 Continue to explore with Tayman Park the feasibility of a Driving Range; ongoing work performed by Tayman Park.	In progress	Options continue to be explored.
3 Tayman Park will continue to explore expanded food and beverage services. They are currently evaluating a renovation project to improve outdoor seating which is the precursor to expanding food and beverage operations.	Completed	Tayman Park has secured a liquor license and is offering an expanded food & beverage service. Outdoor seating upgrades still in progress.
4 Tayman Park will implement the 4th operation and capital improvement plan as well as submit the 5th year plan for review and approval. Projects and programs include irrigation water source development, tee reconstruction, fairway and collar resurfacing, irrigation component replacement, cart paths, patio renovation, and electrical upgrades.	In progress	Ongoing goal and objective.

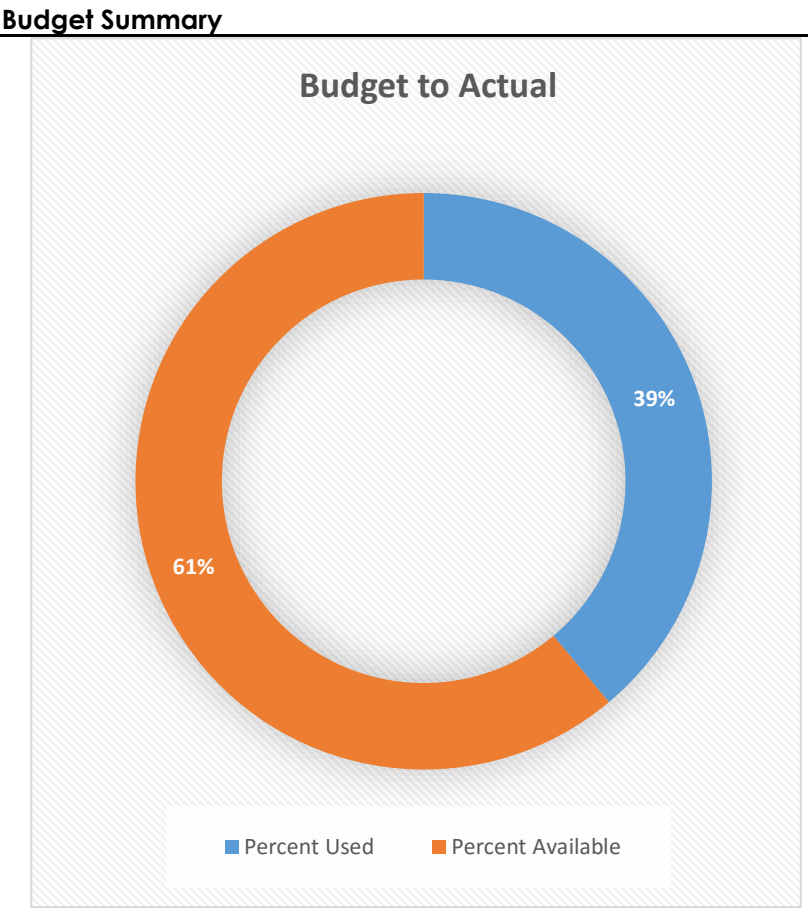
City of Ukiah
Activity Summary

Fiscal Year 2016-17

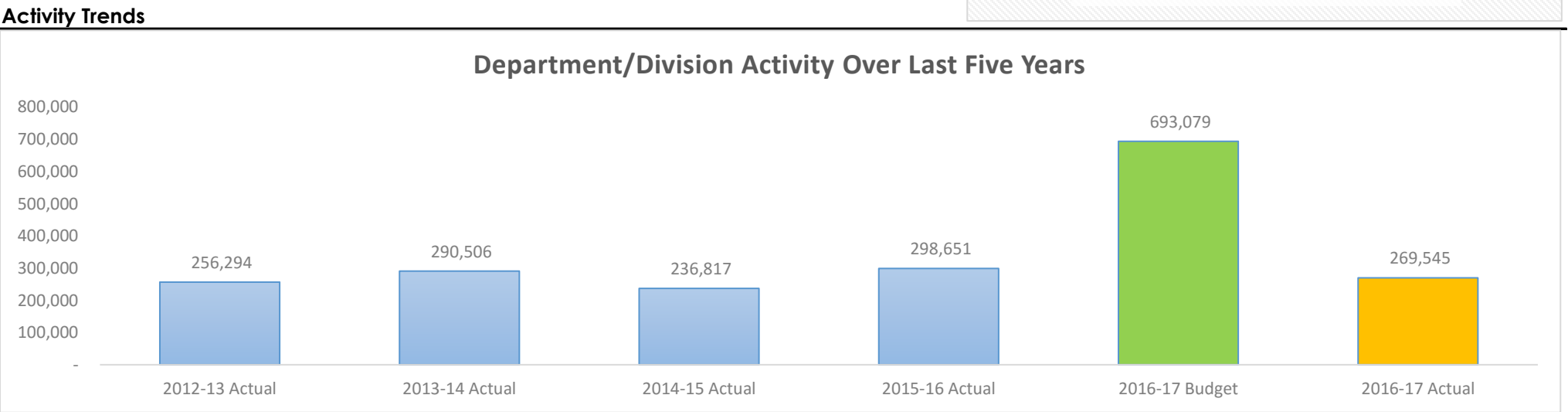


	Name	Number	Number of FTEs (department-wide)
Department	COMMUNITY SERVICES	22	39.40
Division	BUILDING MAINTENANCE	225	
Section	N/A		

Description
Building maintenance operations for Civic Center and Annex Facility, including ongoing preventative, emergency repair, and maintenance services. Division also provides general support for other buildings and facilities under the operation of the City.



Key Functions:
1. Operation and maintenance of City facilities.



Goals and Objectives	Status	Department/Division Comments:
1 Provide building and facility maintenance.	Completed	Ongoing.
2 Coordinate and assist with Capital Improvement Projects as listed in the budget.	Deferred	Ongoing goal and objective.
3 Provide staffing for special events as needed.	Completed	Ongoing goal and objective.
4 Develop schedule for major Capital Projects.	In progress	Ongoing goal and objective.
5 Develop schedule for routine maintenance procedures.	In progress	Online Facility Maintenance Portal
6 Evaluate HVAC systems and replace any failing units.	In progress	Ongoing goal and objective.

City of Ukiah
Activity Summary

Fiscal Year 2016-17



	Name	Number	Number of FTEs (department-wide)
Department	COMMUNITY SERVICES	22	39.40
Division	CONFERENCE CENTER	226	
Section	N/A		

Description

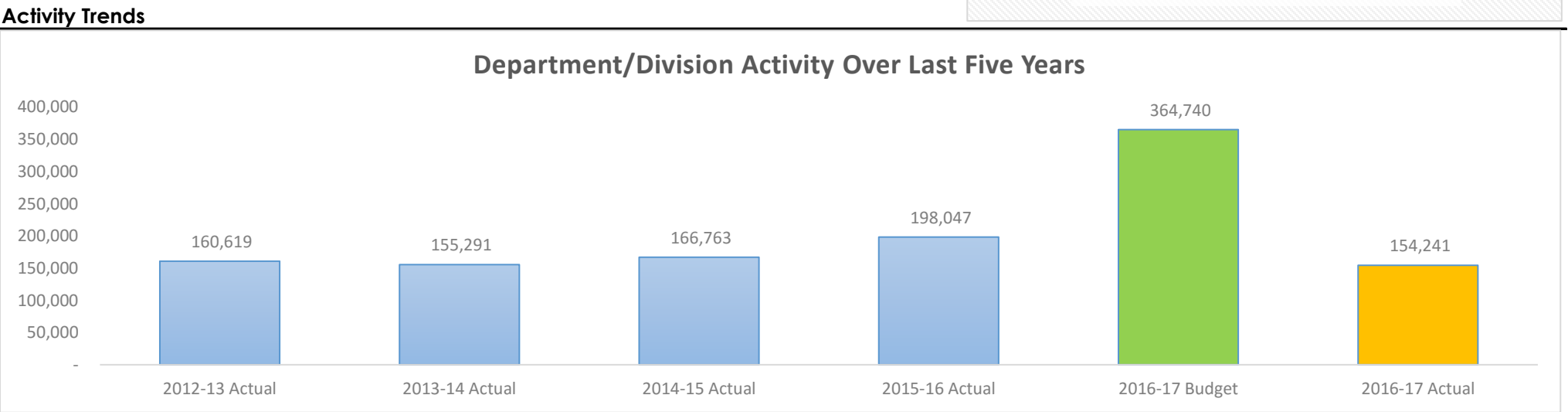
The Ukiah Valley Conference Center (UVCC) continues to operate successfully as a meeting focused event center while encouraging weekend events to maximize the use of the facility. In addition, full time tenant space is leased along School Street and within the internal office space. The Conference Center is a hub of commerce and connection, and now houses Visit Ukiah. The Conference Center also coordinates tenant activities at other City properties.

Budget Summary

Category	Percentage
Percent Used	42%
Percent Available	58%

Key Functions:

1. Operation and maintenance of Ukiah Valley Conference Center.



Goals and Objectives	Status	Department/Division Comments:
1 Continue to research and work toward securing funding for upgrading the kitchen to a commercial kitchen for additional rental income and community support; ongoing evaluation.	Deferred	For funding.
2 Maintaining an active Facebook account with growing user base and continuing ot increase visibility through social media, specifically targeting small conferences, conventions and rentals with a social media plan.	Completed	Ongoing goal and objective.
3 Participate in meeting professional organizations in California to increase exposure, including the North Bay Wedding Fair & the Meeting Professionals International (MPI) Annual Expo & Conference.	In progress	Ongoing goal and objective.
4 Continue a comprehensive inventory and inspection evaluation of banquet furniture to repair and/or replace.	Completed	Chair replacement is top priority.
5 Replace worn video screens to keep the facility in full operating functionality.	Deferred	For funding.
6 Strive to incorporate our Core Values into all areas of our operations.	Completed	Ongoing goal and objective.

CITY OF UKIAH
2017-18 BUDGET KICK-OFF AND 2016-17 MIDYEAR REVIEW

**City of Ukiah
Activity Summary**

Fiscal Year 2016-17



	Name	Number	Number of FTEs (department-wide)
Department	COMMUNITY SERVICES	22	39.40
Division	MUSEUM	227	
Section	N/A		

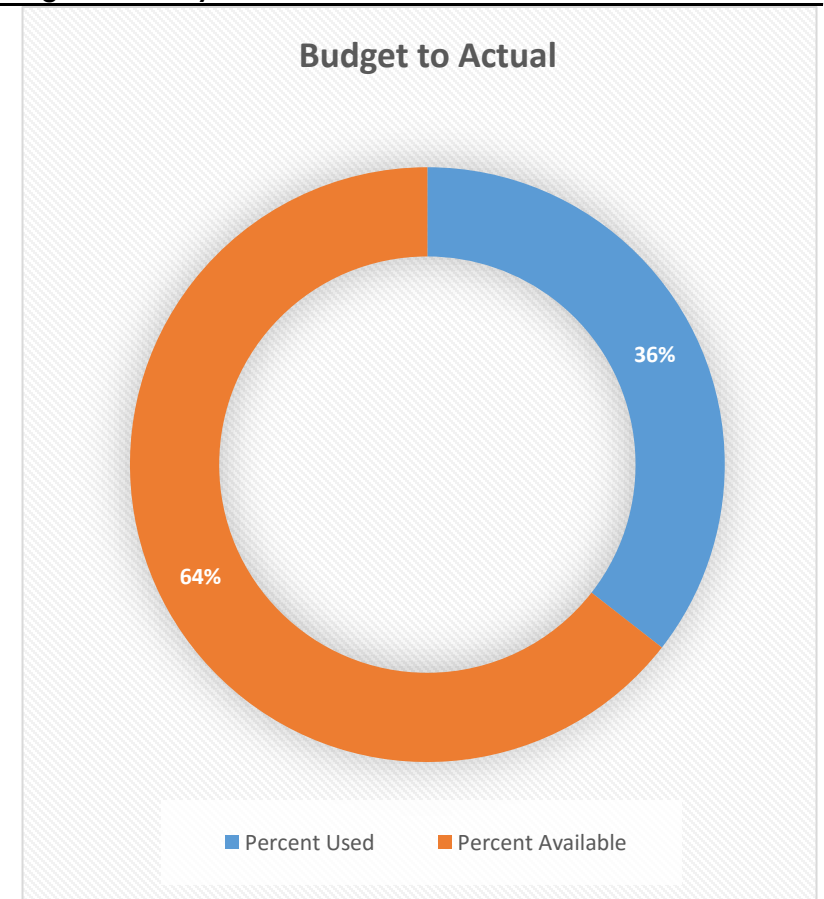
Description

The Grace Hudson Museum's collections consist of more than 30,000 inter-related objects, with significant holdings of Pomo Indian artifacts, Grace Hudson's artwork, historic photographs and glass plate negatives, ethnographic field-notes and historic manuscripts. Regularly changing exhibitions and public programs are thematically shaped by, and linked to, its collections with their focus on American Indian art and culture, early California art, and Western history.

The Sun House, the Hudson's home, adjacent to the Museum, is a charming example of Craftsman architecture. This 1911 redwood bungalow contains its original furnishings and is open for docent-led tours. The Sun House, California Historical Landmark #296, is listed in the National Register of Historic Places, and is a founding member of the National Trust for Historic Preservation's Historic Artists' Homes and Studios program.

The Grace Hudson Museum is visited by more than 2,000 students every year, and has an annual attendance of approximately 12,000, including significant numbers of out of state and international museum-goers.

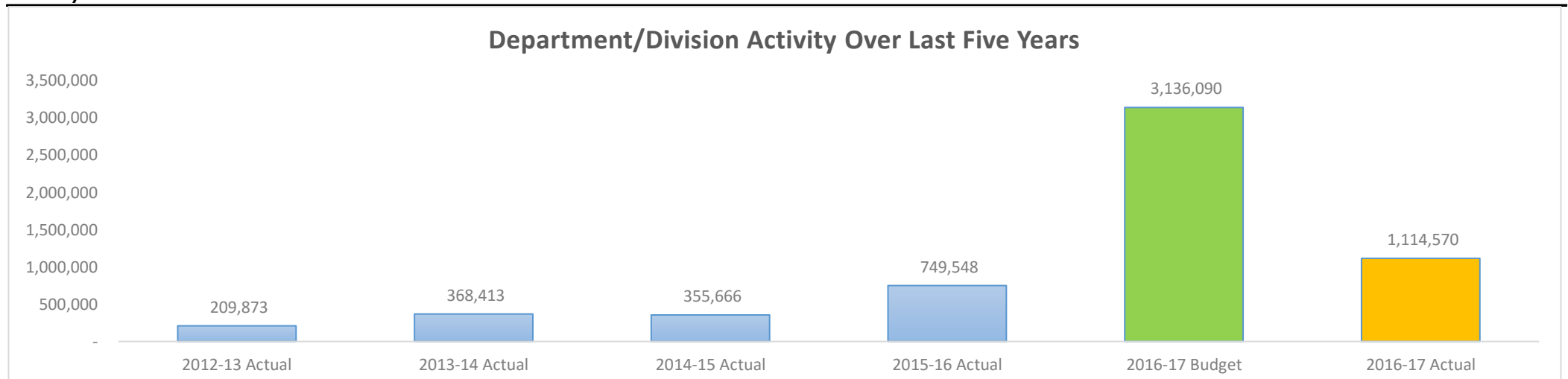
Budget Summary



Key Functions:

1. Operation and maintenance of Grace Hudson Museum.

Activity Trends



Goals and Objectives	Status	Department/Division Comments:
1 Carefully monitor the selected contractor's work product and performance for the fourth, and final, construction phase of the Grace Hudson Nature Education Project which will include a large recirculating water feature modeling a section of a salmon stream, construction of perimeter fencing, walls and gates, installation of an	In progress	Progress has been slowed down due to rainy weather, but should be completed by the end of the fiscal year.
2 Continue to award and monitor contracts to selected artists for various interpretive elements and artworks for the Grace Hudson Nature Education Project.	In progress	Several artworks are designed and currently in production including metal gates with Pomo basketry design elements and native plant and animals; metal sculpture of oversized Pomo fish basket; oversized metal steelhead and salmon; Pomo tule canoe; and large-sized Pomo acorn granary basket on raised platform.
3 Assist grant writer and Sun House Guild and Grace Hudson Museum Endowment Board members in raising at least \$500,000 in gifts and donations, primarily for the Grace Hudson Nature Education Project.	In progress	Have gotten several small grants, are in conversations with several possible major donors, and have successfully launched engraved paver project.
4 Finalize the interpretive design and text for the Grace Hudson Nature Education Project.	In progress	Should be finished by the end of the fiscal year.
5 Monitor the selected contractor's work product and performance for the Museum's roof repair and replacement project.	Not started	Necessary to re-bid project, hope to have awarded a contract by May 2017 and to have completed the work by Aug. 2017

CITY OF UKIAH
2017-18 BUDGET KICK-OFF AND 2016-17 MIDYEAR REVIEW

**City of Ukiah
Activity Summary**

Fiscal Year 2016-17



	Name	Number	Number of FTEs (department-wide)
Department	COMMUNITY SERVICES	22	
Division	RECREATION	228	
Section	N/A		

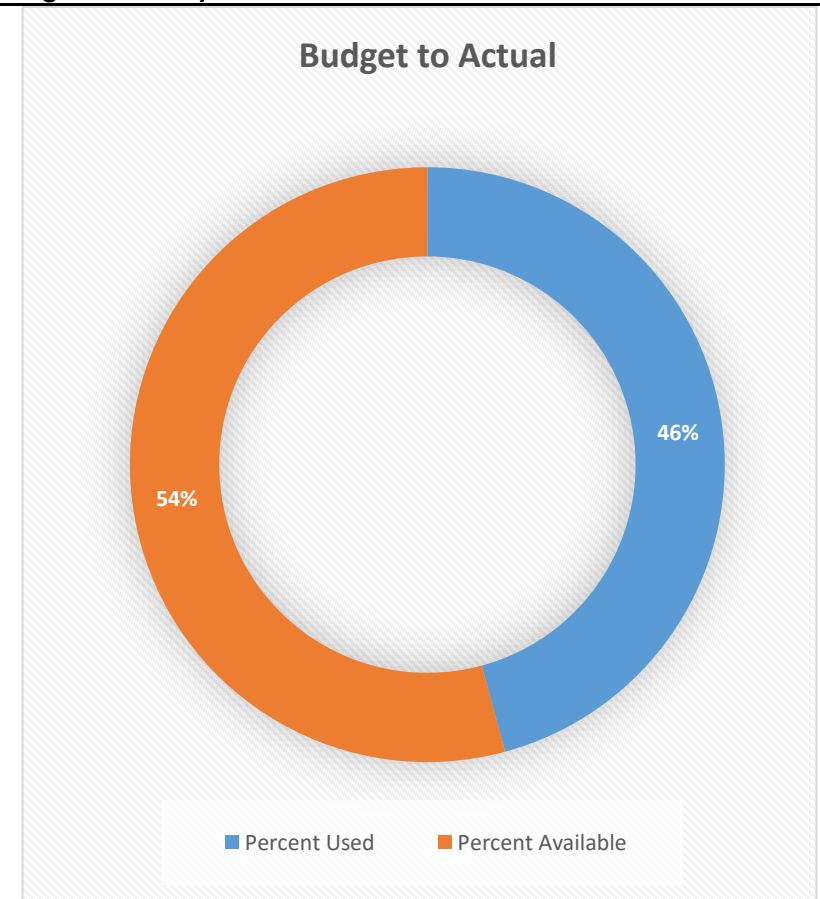
39.40

Description

The Recreation Division facilitates a wide array of youth and adult recreational programs including classes, sports leagues, camps, clinics, and tournaments. These offerings attract participants from all over the tri-county area and beyond. Additionally, staff is responsible for operating the Summer Safari Day Camp Program; a premier program which has been in existence for more than 30 years serving hundreds of local families. This Division is also responsible for the staffing, programming, and management of the Ukiah Municipal Swimming Pools. Every summer the Municipal Pools host public swim, swim lessons, and aquatic fitness classes. The Recreation Division acts as the lead in executing City-sponsored events such as PumpkinFest, Sunday's in the Park, Family Fun in the Sun, Moonlight Movie Madness, and the All-American Picnic in the Park. Three times per year the Recreation Division proudly produces the City of Ukiah Recreation Guide which is directly mailed to 18,500 homes and local businesses and is available in its entirety on the City's website. Each Guide offers approximately 50 contractor classes, provides affordable advertising opportunities for local businesses, and has become the community's "go to" publication for activities in the Greater Ukiah Area.

This budget unit includes the ARRC; however, that budget is reported separately as well, following this page.

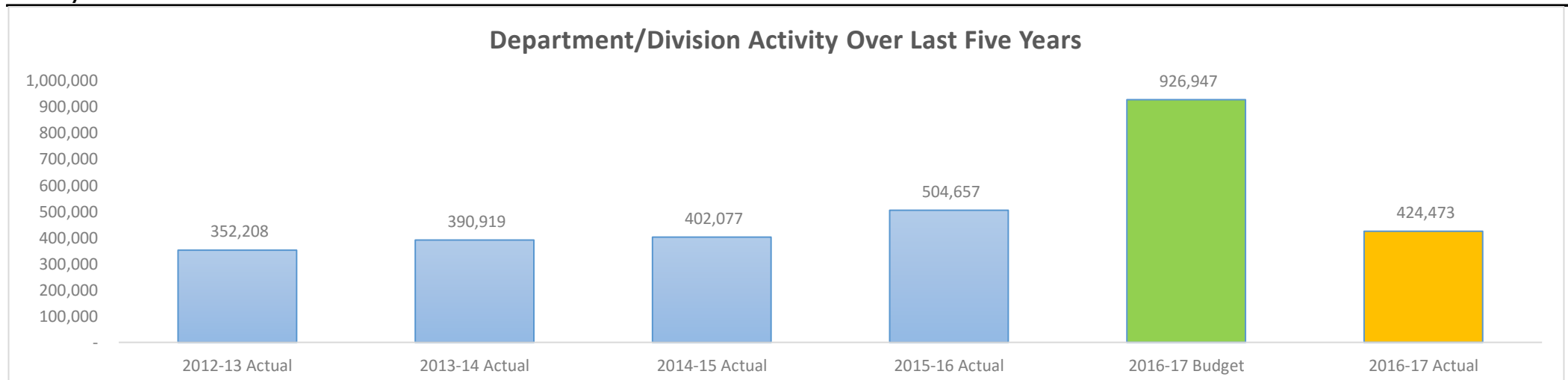
Budget Summary



Key Functions:

1. Development, implementation, and promotion of City recreation programs

Activity Trends



Goals and Objectives	Status	Department/Division Comments:
1 Expand partnerships with Mendocino College and UUSD. Establish a donor program with Friends of the Observatory and North Coast Opportunities to expand programming at Observatory Park. Use pending grant awards from the NOAA Preserve America Program and the Judy Pruden Historical Preservation Fund to further develop interpretive program and build an instrument storage facility.	In progress	
2 Increase professional development of recreation staff through training organizations such as California Parks & Recreation Society, American Red Cross, National Parks & Recreation Association ensuring that staff is delivering quality programming.	Completed	Moved graphic design in house for Recreation Guide, Event Posters, T-Shirts, Billing Stuffers, Social Media, etc. Addition of a new recreation sport, Futsal. Provided full department support for Ukiah on Ice.
3 Increase facility rentals and usage, thereby increasing revenues. Both private rental and usage is increasing along with tenant usage and sporting activities.	Completed	Ongoing goal and objective.
4 Continued to maximize rental of all tenant/office space.	Completed	Ongoing goal and objective.

CITY OF UKIAH
2017-18 BUDGET KICK-OFF AND 2016-17 MIDYEAR REVIEW

5	Host additional major events and work towards securing events previously hosted at the site.	In progress	Ongoing goal and objective.
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City of Ukiah
Activity Summary

Fiscal Year 2016-17

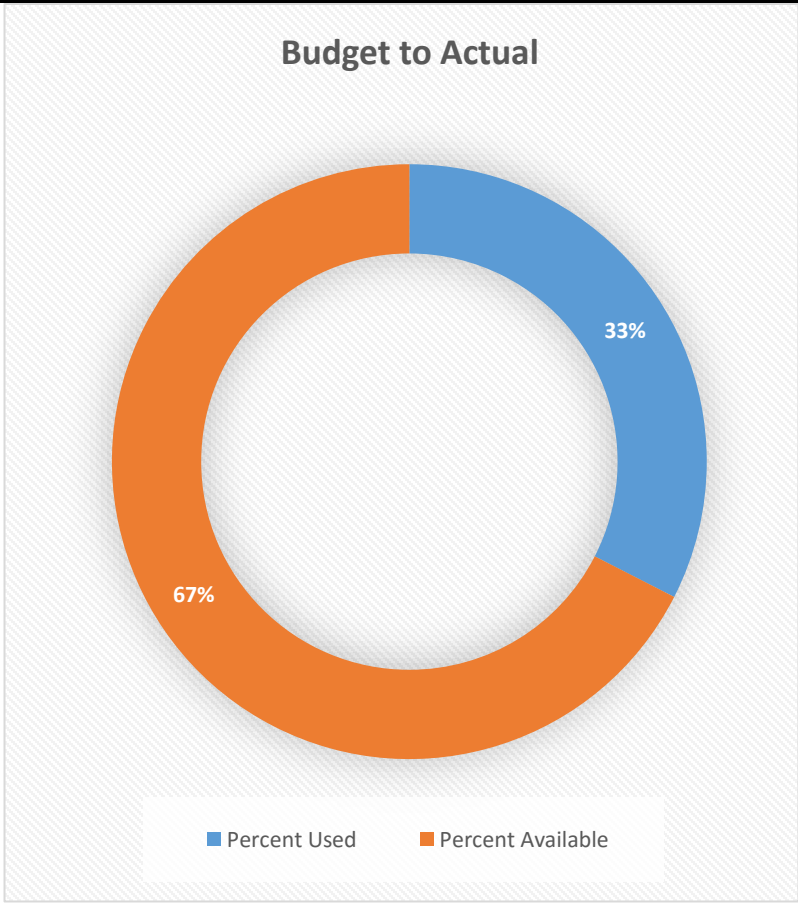


	Name	Number	Number of FTEs (department-wide)
Department	COMMUNITY SERVICES	22	39.40
Division	RECREATION	228	
Section	ARRC	2287	

Description

The Alex Rorabaugh Recreation Center (the ARRC) is a community center with accommodations to host a large variety of activities and events. The ARRC is managed by the Ukiah Valley Conference Center and the ARRC's Board of Directors.

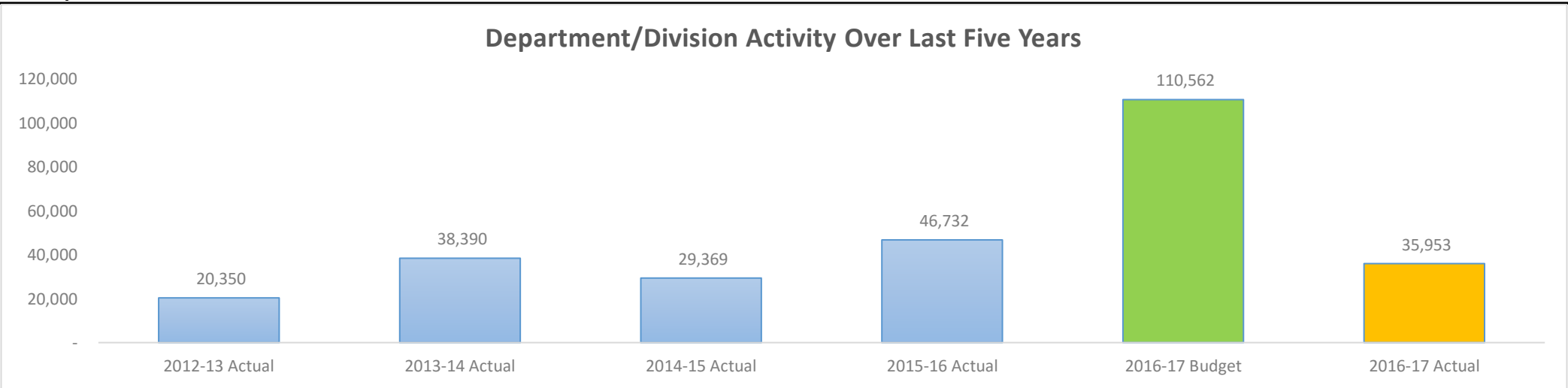
Budget Summary



Key Functions:

1. Community center for a variety of activities and events.

Activity Trends



Goals and Objectives	Status	Department/Division Comments:
1 Increase facility rentals and usage, thereby increasing revenues. Both private rental and usage is increasing along with tenant usage and sporting activities.	Completed	Ongoing goal and objective.
2 Continued to maximize rental of all tenant/office space.	Completed	Ongoing goal and objective.
3 Host additional major events and work towards securing events previously hosted at the site.	In progress	Ongoing goal and objective.

CITY OF UKIAH
2017-18 BUDGET KICK-OFF AND 2016-17 MIDYEAR REVIEW

**City of Ukiah
Activity Summary**

Fiscal Year 2016-17



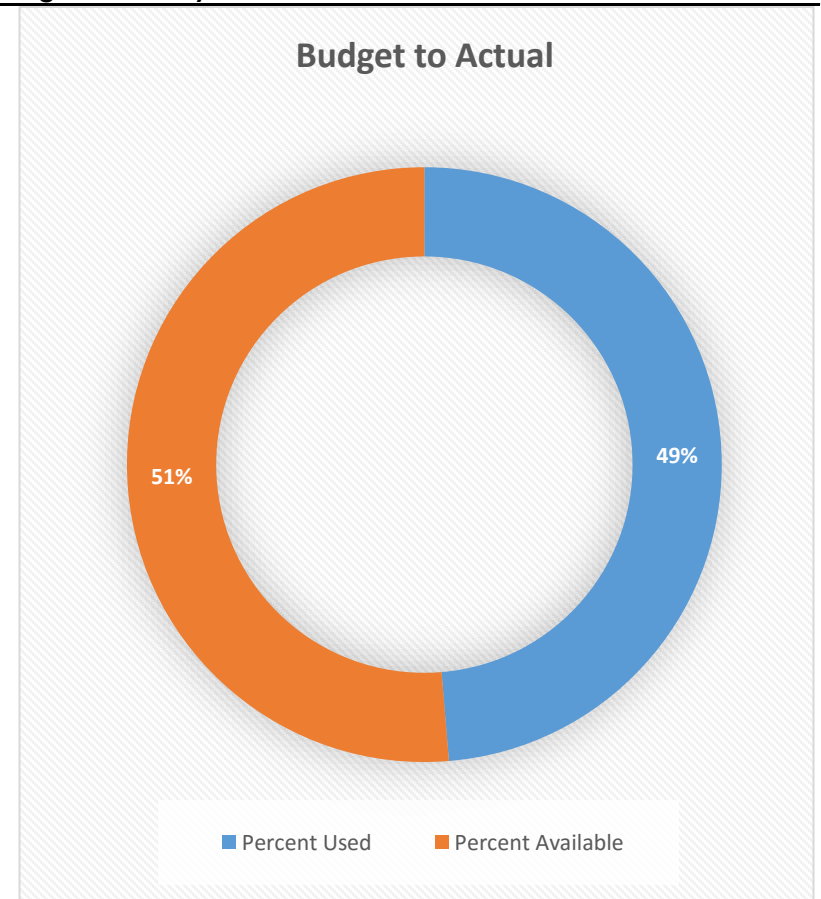
	Name	Number	Number of FTEs (department-wide)
Department	PUBLIC WORKS	24	42.98
Division	GARAGE	241	
Section	N/A		

Description

The Public Works Department is a multi-fasceted, multi-disciplinary activity of the City. It incorporates the functions of garage services to City departments; infrastructure planning, construction, and maintenance, including City streets and public rights-of-way; corporation yard services to City departments; the provision of water and sewer services to the majority of City residents and businesses, and administration of the closure and pos-closure of the landfill.

The City Garage provides maintenance to over 401 vehicles and equipment. The vehicles are serviced by three full time mechanics. Vehicles are serviced at regular intervals, depending on use. The City Garage mechanics ensure compliance with requirements of the California Highway Patrol, Bi-annual Terminal inspections (CHP BIT), Occupational Safety and Health Administration (OSHA) Aerial Inspections, California Air Resources Board (CARB), Mendocino County Air Quality Management District (MCAQMD), and Mendocino County Division of Environmental Health (MCDEH).

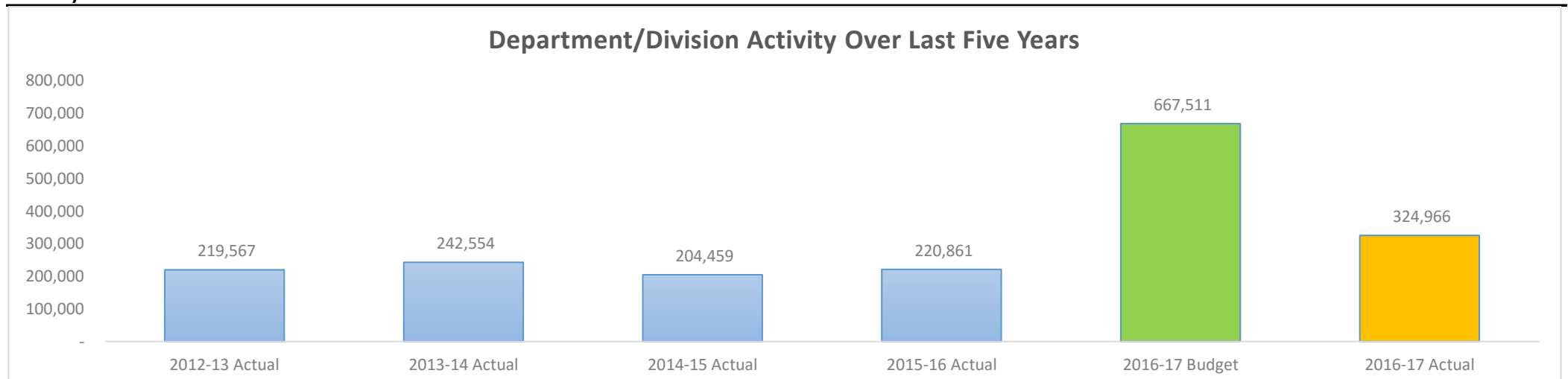
Budget Summary



Key Functions:

1. Vehicle and equipment maintenance for City.
2. Manage vehicle and equipment regulatory compliance.

Activity Trends



Goals and Objectives	Status	Department/Division Comments:
1 Maintain vehicle compliance with CHP BIT insepections as well as OSHA, CARB, MCAQMD and MCDEH requirements.	In progress	Ongoing
2 Continue to provide service to all City departments, Ukiah Valley Fire Department, and Mendocino County District Attorney.	In progress	Ongoing
3 Continue to maintain compliance with the generator set which provides emergency backup power to the Civic Center per National Fire Protection Association (NDPA) 110 standards.	In progress	Ongoing
4 Replace pressurized overhead lubrication system.	Deferred	Pending Budget in FY 17-18
5 Replace heating system with a more efficient system.	Deferred	Pending Budget in FY 17-18

City of Ukiah
Activity Summary



Fiscal Year 2016-17

	Name	Number	Number of FTEs (department-wide)
Department	PUBLIC WORKS	24	42.98
Division	ENGINEERING/STREETS	242	
Section	N/A		

Description

The Public Works Department is a multi-fasceted, multi-disciplinary activity of the City. It incorporates the functions of garage services to City departments; infrastructure planning, construction, and maintenance, including City streets and public rights-of-way; corporation yard services to City departments; the provision of water and sewer services to the majority of City residents and businesses, and administration of the closure and pos-closure of the landfill.

The Engineering, Streets, and Storm Water Divisions are presented separately in the budget but have been accounted for as one.

Engineering provides development review on projects, manages capital improvement projects from design through construction.

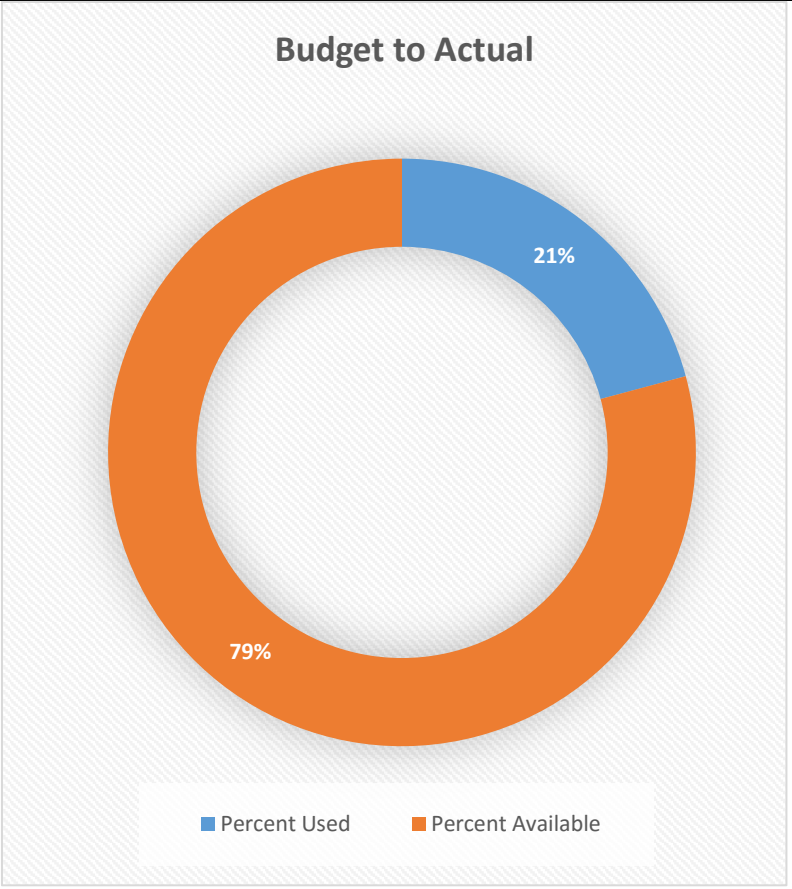
The Streets Division is responsible for roadway maintenance. It also responds to roadway dead animal cleanup, graffiti removal, traffic collision cleanup, and repairing or replacing items that get damaged or vandalized by the public.

The Storm Drain Division consists of maintaining the storm drain system. There is an estimated 5 miles of storm drains within the City Limits.

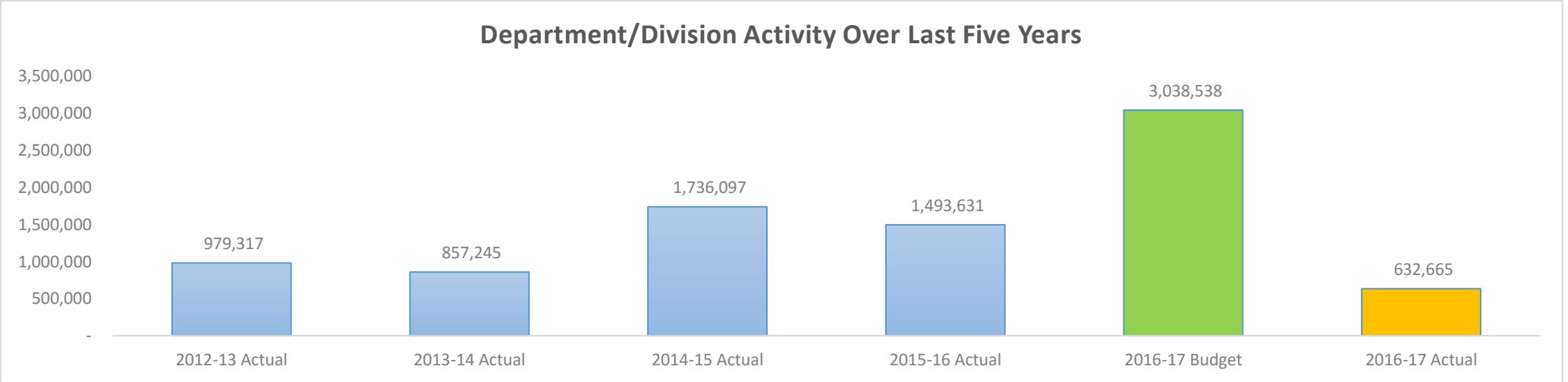
Key Functions:

1. Engineering design and project management of streets, roads, and rights-of-way.
2. Project management of street, road, and right-of-way, maintenance and construction.
3. Storm drain maintenance and repair.

Budget Summary



Activity Trends



Goals and Objectives	Status	Department/Division Comments:
1 Continue "Master Pavement Rehabilitation Program (MPRP)" - 2 year approach.	In progress	Projects will continue into FY 17-18 and beyond with the passing Measure Y
2 Complete construction of street rehabilaion project (Washington, Luce, and Observatory).	Completed	
3 Implement a Trench Fee.	In progress	Internal discussions are in progress on implementation process
4 Complete paperwork for Rail Trail, Phase 3.	Completed	City was not awarded funding :(
5 Continue implementation of "Master Pavement Rehabilitation Program (MPRP)" - 2 year approach.	In progress	Projects will continue into FY 17-18 and beyond with the passing Measure Y
6 Implement a "Reporting to CitySource App".	Completed	
7 Complete construction of slurry seal and asphalt overlay projects.	In progress	Plans are being prepared for a Slurry Seal project in the Summer of 2017
8 Rehabilitation of Washington Avenue, Observatory Avenue, and Luce Avenue.	In progress	Construction scheduled to start by March of 2017. this project is being coordinated with the Water and Sewer Division

City of Ukiah
Activity Summary

Fiscal Year 2016-17



	Name	Number	Number of FTEs (department-wide)
Department	PUBLIC WORKS	24	42.98
Division	ELECTRIC SERVICES	266	
Section	N/A		

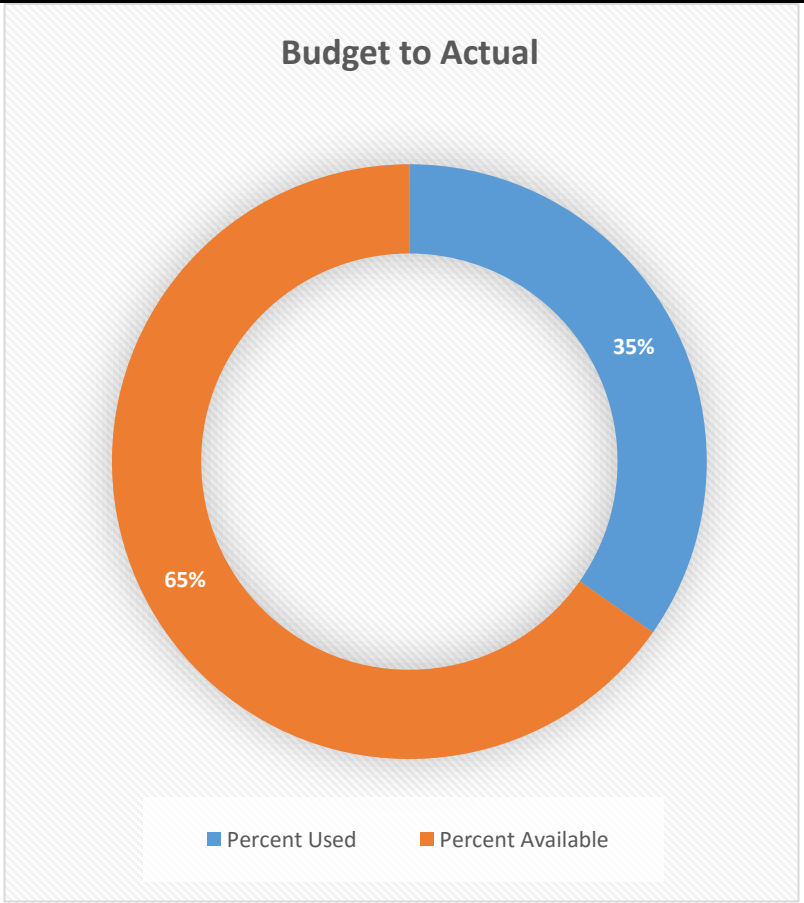
Description

The Public Works Department is a multi-fasceted, multi-disciplinary activity of the City. It incorporates the functions of garage services to City departments; infrastructure planning, construction, and maintenance, including City streets and public rights-of-way; corporation yard services to City departments; the provision of water and sewer services to the majority of City residents and businesses, and administration of the closure and pos-closure of the landfill.

The Traffic Signals Division consists of maintenance of the City's traffic signal system. The City currently maintains 14 traffic signals. The signals operate 24-7, 365 days a year. With the installation of all LED traffic signal lights and battery powered back-up systems, the traffic signals will operate during rare power outages.

This Division is accounted for in Electric Services, No. 266, a shared division with the Electric Utility Department. The full division financial information is presented here.

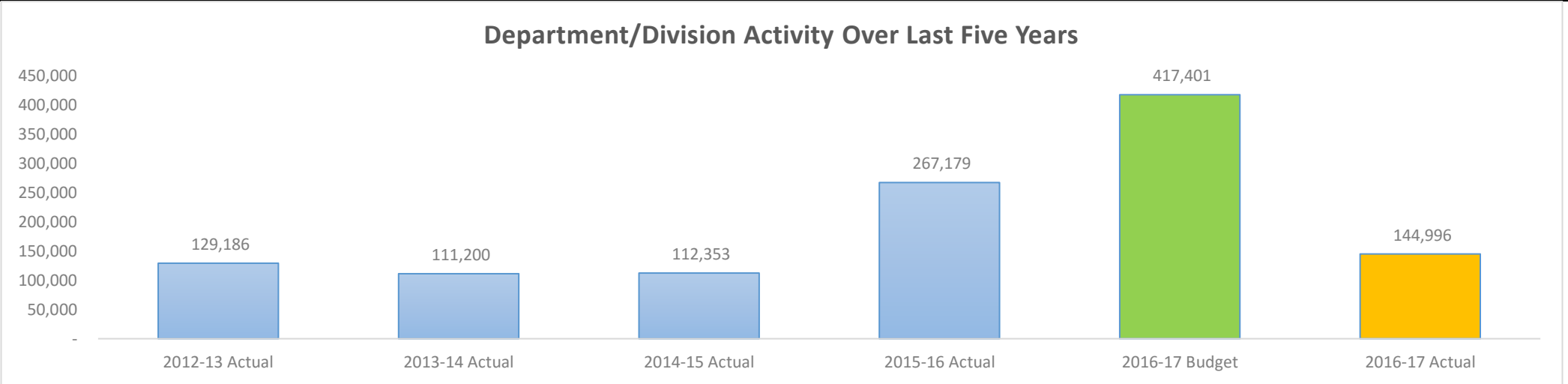
Budget Summary



Key Functions:

1. Management of City street lights.

Activity Trends



Goals and Objectives	Status	Department/Division Comments:
1 Continue maintenance of the traffic signal system.	In progress	ongoing
2 Coordinate repairs resulting form signal pole knockdowns.	In progress	ongoing
3 Coordinate minor adjustments to traffic signal controllers as needed.	In progress	ongoing

CITY OF UKIAH
2017-18 BUDGET KICK-OFF AND 2016-17 MIDYEAR REVIEW

**City of Ukiah
Activity Summary**

Fiscal Year 2016-17



	Name	Number	Number of FTEs (department-wide)
Department	PUBLIC WORKS	24	
Division	CORPORATION YARD	243	
Section	N/A		

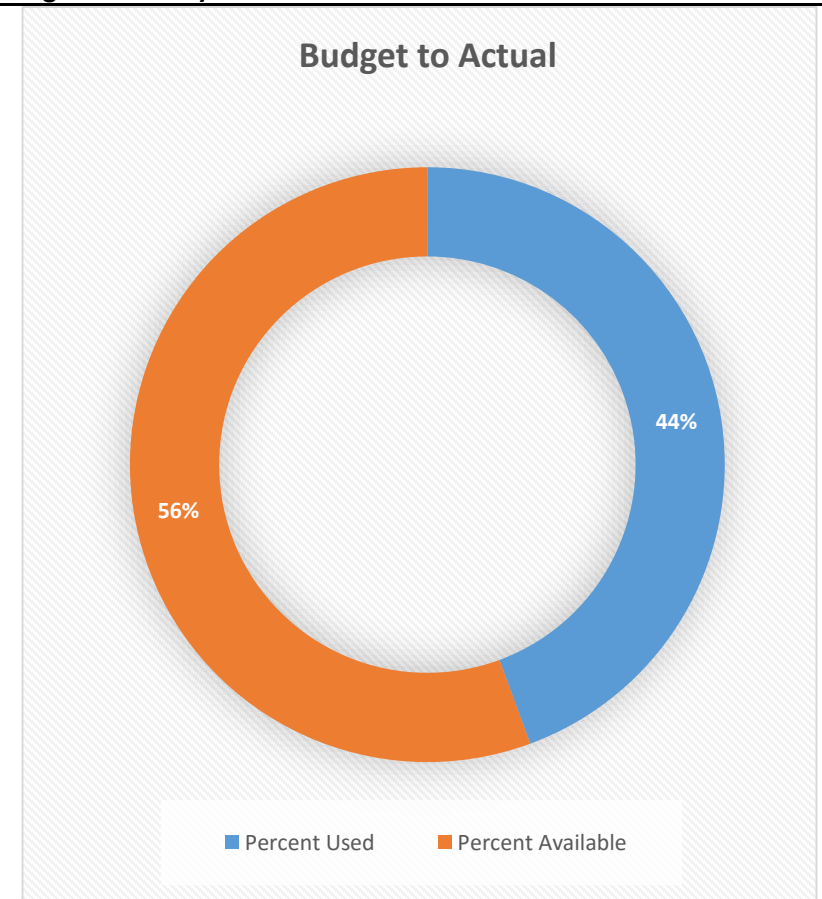
42.98

Description

The Public Works Department is a multi-fasceted, multi-disciplinary activity of the City. It incorporates the functions of garage services to City departments; infrastructure planning, construction, and maintenance, including City streets and public rights-of-way; corporation yard services to City departments; the provision of water and sewer services to the majority of City residents and businesses, and administration of the closure and pos-closure of the landfill.

The Corporation Yard is the base of operations for Public Works field crews, Electric crews as well as the City Garage. The Street Maintenance Crew, the Water and Sewer Maintenance Crew, and the Electric Utility Maintenance Crew maintain their equipment and maintenance supplies at the Corporation Yard. Expenses for the Corporation Yard are divided respectively based on the amount of square feet which each department occupies.

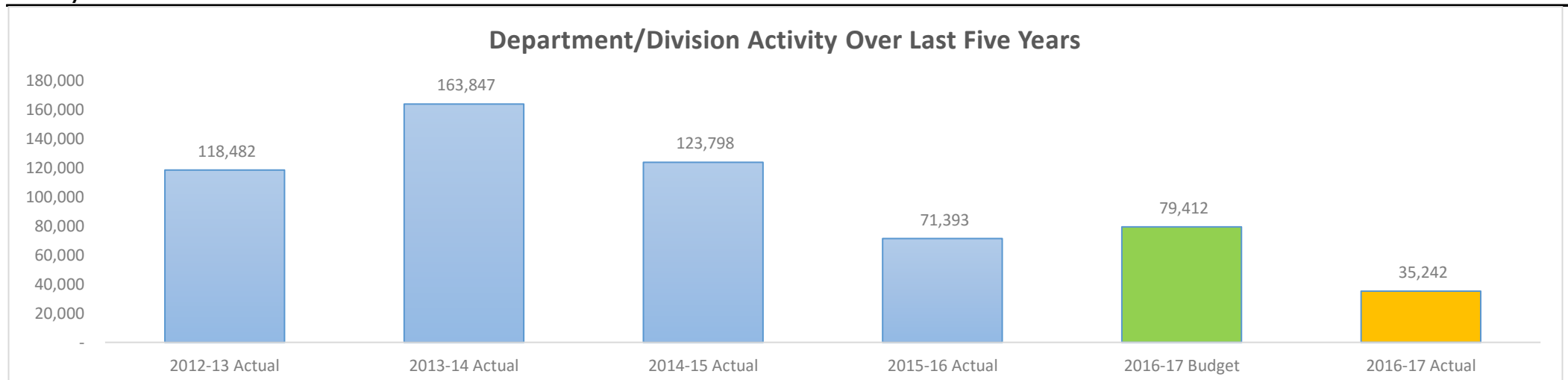
Budget Summary



Key Functions:

1. Housing and storage of City vehicles and equipment.
2. Offices of City Public Works and Utilties crews.

Activity Trends



Goals and Objectives	Status	Department/Division Comments:
1 Continue major repairs to the Corporation Yard including fixing broken windows, replacing trim boards, painting buildings, cleaning up debris and general maintenance of the grounds and facilities. Janitorial Services will no longer be contracted as a result of the new position being recommended.	In progress	Repairs are ongoing.
2 After the proposed North Coast Regional Water Quality Control Board (NCRWQCB) Low Threat Case Closure is approved, decommission, and remove the dual phase extraction and ozone sparge remediation system, abandon monitoring wells, and abandon extraction wells.	In progress	Bid documents are being prepared to decommission to system
3 Replace a section of fence on the East Side of the Corporation Yard to prevent future break-ins.	Deferred	Pending Budget in FY 17-18
4 Pave over the south end of the Corporation Yard to meet requirements of NCRWQCB.	Deferred	Pending Budget in FY 17-18

City of Ukiah
Activity Summary

Fiscal Year 2016-17



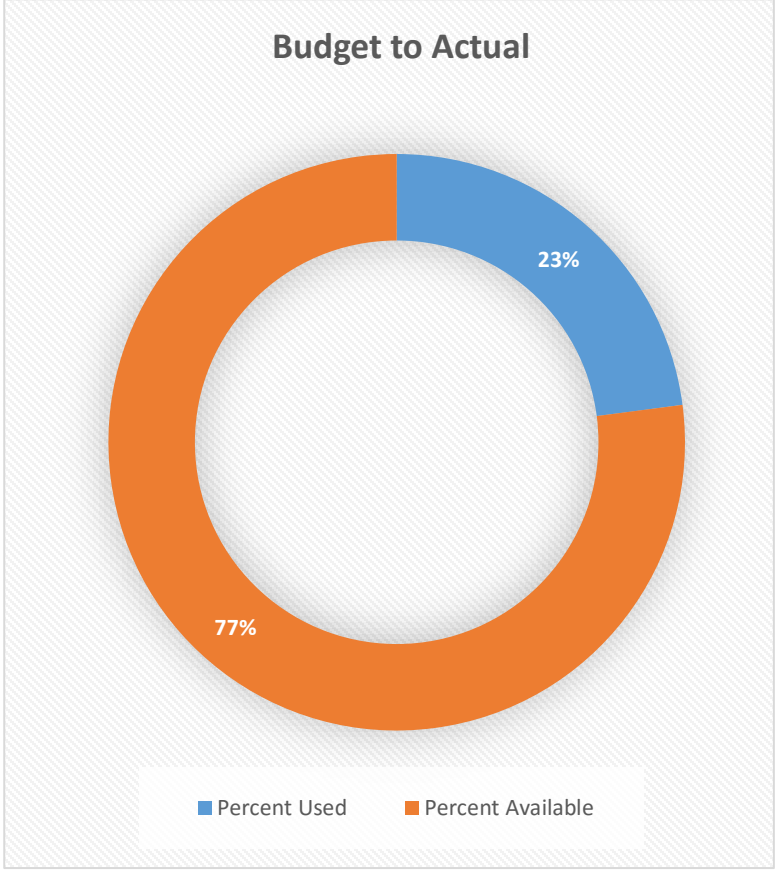
	Name	Number	Number of FTEs (department-wide)
Department	PUBLIC WORKS	24	42.98
Division	WATER & SEWER	244	
Section	WATER	2441	

Description

The Public Works Department is a multi-fasceted, multi-disciplinary activity of the City. It incorporates the functions of garage services to City departments; infrastructure planning, construction, and maintenance, including City streets and public rights-of-way; corporation yard services to City departments; the provision of water and sewer services to the majority of City residents and businesses, and administration of the closure and pos-closure of the landfill.

The Water Section of the Water & Sewer Division budget is made up of three separate budgets including Administration, Production and Distribution. The Wastewater Collection budget is closely coordinated with the Water distribution budget as the amount of water distributed directly correlates to the amount of wastewater that needs to be collected. The same crew maintains both the collection and distribution systems. The cost of these operations is proportioned to the individual funds as calculated on the year prior and applied to the current year.

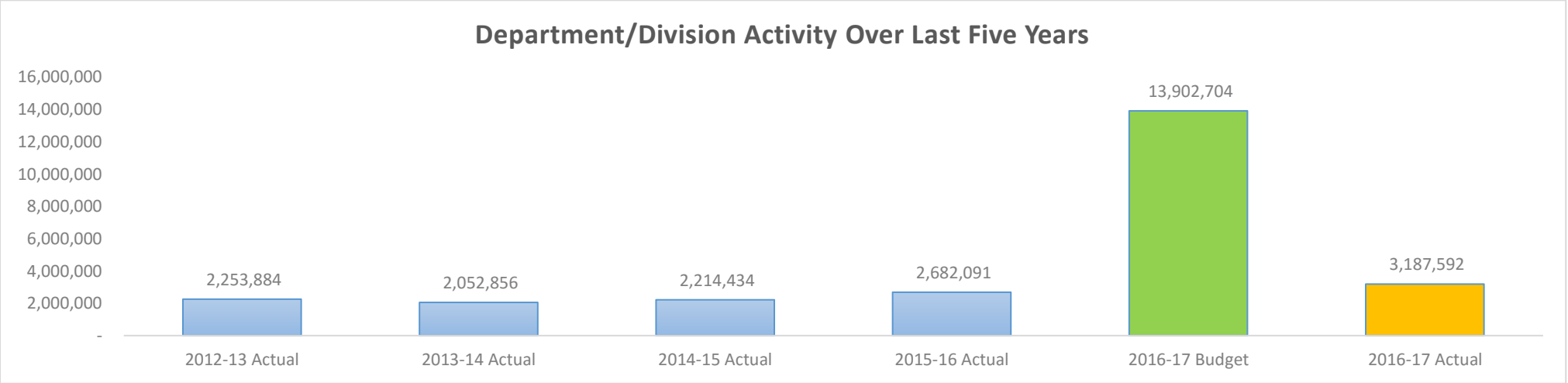
Budget Summary



Key Functions:

1. Provision of water services.
2. Capital maintenance and planning for water infrastructure.

Activity Trends



Goals and Objectives	Status	Department/Division Comments:
1 Complete construction of Wells 4 and 9.	In progress	Both wells will be complete by Summer, 2017
2 Construction of 2016 summer water main replacement project.	In progress	Bid documents and specifications are prepared for bid
3 Initiate design for replacement of Zone 2 South Reservoir.	In progress	Assessment complete and design is in process for the replacement of PZ2S
4 Convert Treatment Plant from Chlorine Gas to Sodium Hypochlorite.	In progress	RFP is being prepared for the design of the conversion
5 Operate water supply system to maximize appropriative rights.	Completed	Operations have been modified to maximize beneficial use
6 Finalize Governance Structure for SGMA compliance	In progress	

CITY OF UKIAH
2017-18 BUDGET KICK-OFF AND 2016-17 MIDYEAR REVIEW

**City of Ukiah
Activity Summary**

Fiscal Year 2016-17



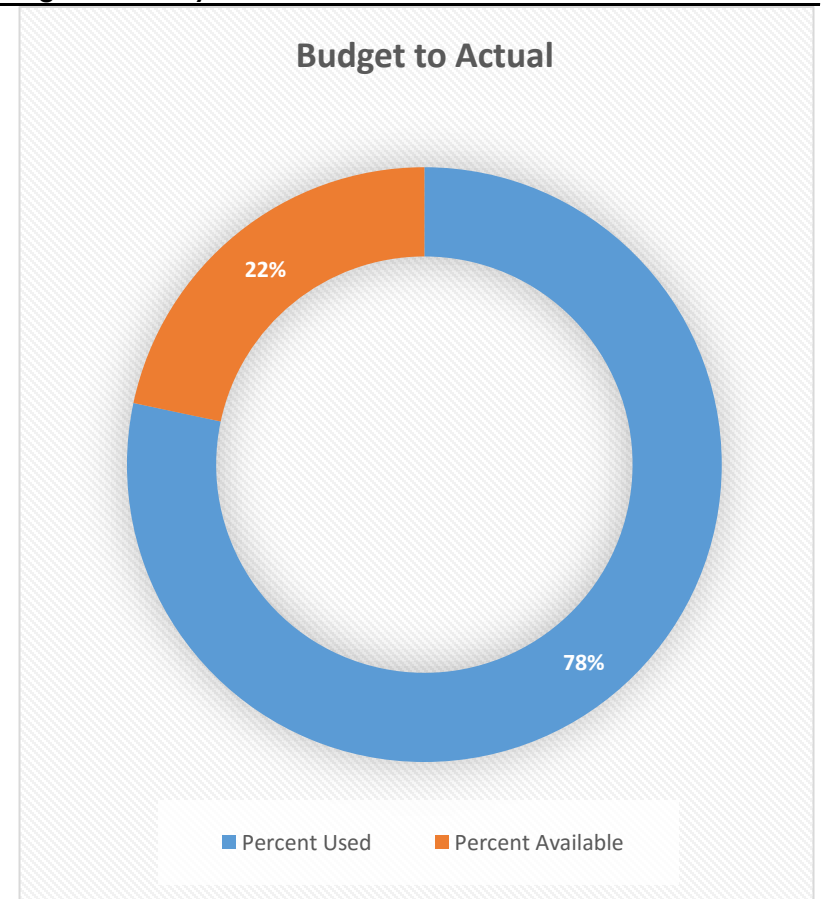
	Name	Number	Number of FTEs (department-wide)
Department	PUBLIC WORKS	24	42.98
Division	WATER & SEWER	244	
Section	WASTE WATER	2442	

Description

The Public Works Department is a multi-fasceted, multi-disciplinary activity of the City. It incorporates the functions of garage services to City departments; infrastructure planning, construction, and maintenance, including City streets and public rights-of-way; corporation yard services to City departments; the provision of water and sewer services to the majority of City residents and businesses, and administration of the closure and pos-closure of the landfill.

The Wastewater Section of the Water & Sewer Division is comprised of three divisions: Administration, Collection and Treatment. The Administration division is responsible for all compliance, permitting, funding oversight, budgeting and assists the other divisions with technical assistance. The Collection division is closely coordinated with the Water Distribution Division of the Water Department as the same team of employees maintains and improves both systems. The Treatment Division is responsible for the operation and maintenance of the Wastewater Treatment Plant (WWTP) and all discharges from the WWTP.

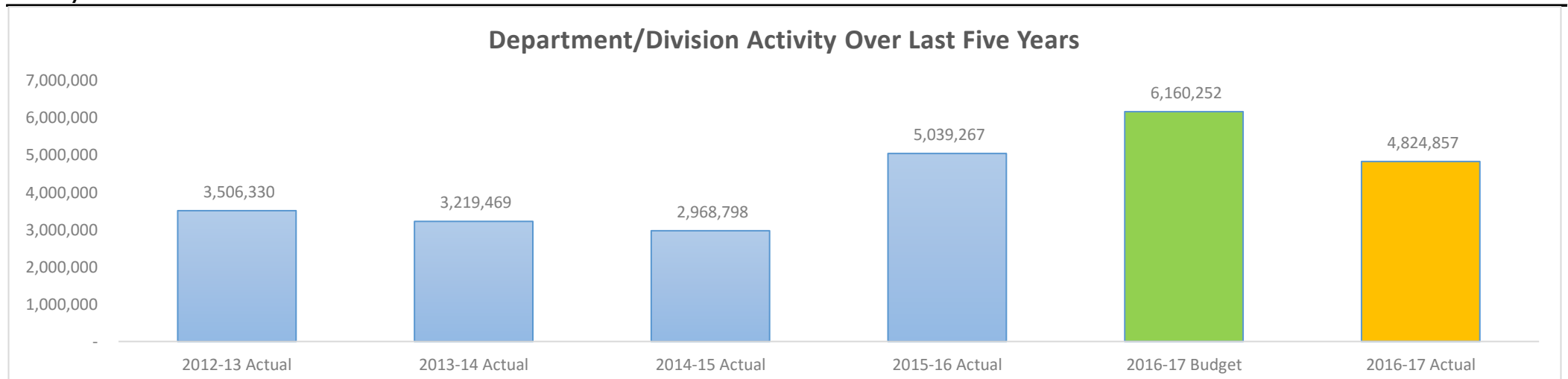
Budget Summary



Key Functions:

1. Provision of sewer services.
2. Capital maintenance and planning for sewer infrastructure.

Activity Trends



Goals and Objectives	Status	Department/Division Comments:
1 Complete Rate Study	Deferred	
2 Initiate City/District analysis and a possible master plan for addressing the Inflow and Infiltration (I and I) into the collection system.	Not started	Cannot get concurrence from UVSD
3 Begin negotiation renewal of the Discharge Permit (NPDES) with the North Coast Regional Water Quality Control Board (NCRWQCB).	In progress	Application is submitted and comments have been received from the Regional Board. Retained Larry Walker & Associates for Technical Assistance
4 Prepare a report to establish a programmatic approach to replacing sewer mains.	Not started	Cannot get concurrence from UVSD
5 Collection		

CITY OF UKIAH
2017-18 BUDGET KICK-OFF AND 2016-17 MIDYEAR REVIEW

6	Add telemetry to the Ford/Orchard, El Dorado and Vichy Springs Lift Stations.	In progress	Ford/Orchard is complete. Vichy Springs is scheduled next. El Dorado needs 3 phase electrical upgrade.
	Replace sewer mains on Luce and Observatory.	In progress	Construction to start February 28, 2017
	Replace sewer mains on Myron Place.	Not started	This was a recommendation to UVSD
	Install a sewer main and lift station near the Ackerman Creek Bridge on North State Street.	Not started	This was at the request of UVSD
	Purchase flow meters to support data gathering and monitoring of inflow and infiltration.	Not started	This was at the request of UVSD
	Treatment		
	Install an Ammonia and nitrate analyzer to assist in the identification of areas in the plant where production of these constituents is high.	In progress	Preparing Specifications for bid
	Installation of the bar screen to reduce the risk of damage to the IPS Pumps.	In progress	Originally bid in October 2016. Scheduled for re-bid March, 2017
	Consider options for repair or replacement of the Belt Filter Press (BFP) which dewateres the sludge. The BFP drums/rollers are worn and failing.	Not started	
	Improve reliability of SCADA system at the Treatment Plant to reduce plant shutdowns.	Not started	



City of Ukiah
Activity Summary

Fiscal Year 2016-17



	Name	Number	Number of FTEs (department-wide)
Department	PUBLIC WORKS	24	42.98
Division	LANDFILL	245	
Section	N/A		

Description

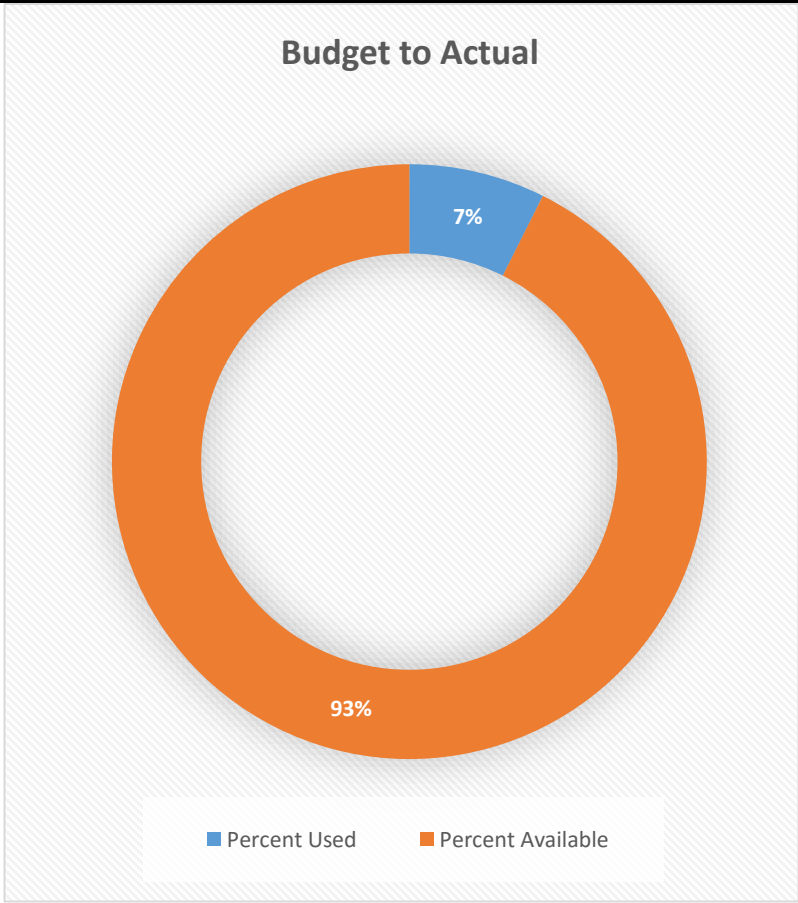
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This Division encompasses both Landfill and Transfer Station activities.

The Landfill property, 283 acres, is maintained on a regular basis by the Street Maintenance Crew. Maintenance items include slopes, leachate collection system, gas extraction system, storm drain system, and sediment ponds.

The private transfer station will be transferred to the City of Ukiah as of January 1, 2017 under the franchise agreement. The franchisee will continue to operate the transfer station and pay to the City a rental fee based on \$14 per ton. The City, as the owner of the transfer station, will continue to provide oversight of the transfer station operations under the franchise agreement.

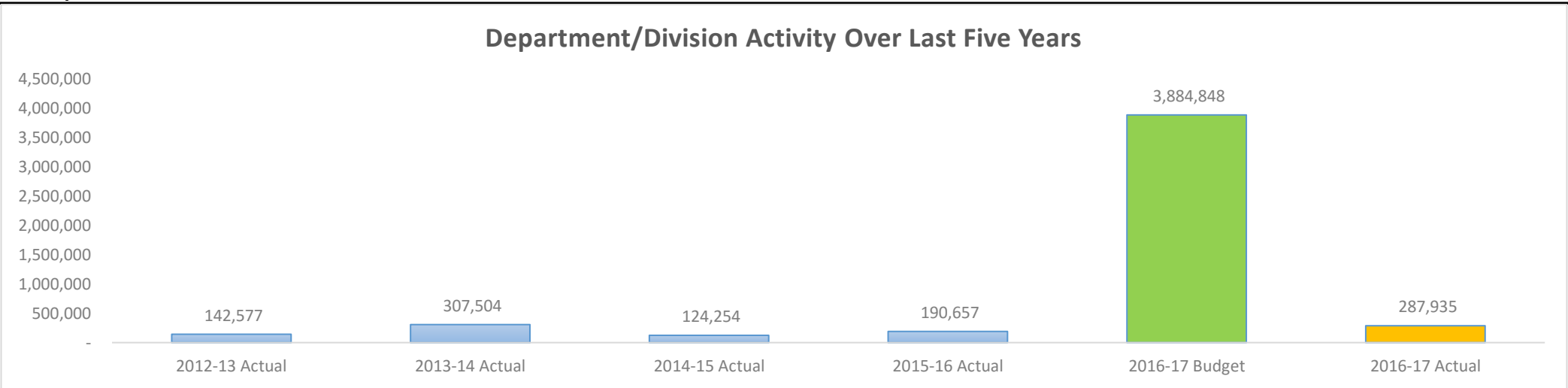
Budget Summary



Key Functions:

1. Closure of landfill.
2. Post-closure activities.
3. Post-closure corrective action.

Activity Trends



Goals and Objectives	Status	Department/Division Comments:
1 Complete Environmental documentation	In progress	
2 To provide oversite of the rental of the Transfer Station to franchisee.	In progress	
3 To provide supplemental funding of the Sanitary Landfill closure and post closure project.	In progress	

CITY OF UKIAH
2017-18 BUDGET KICK-OFF AND 2016-17 MIDYEAR REVIEW

**City of Ukiah
Activity Summary**

Fiscal Year 2016-17



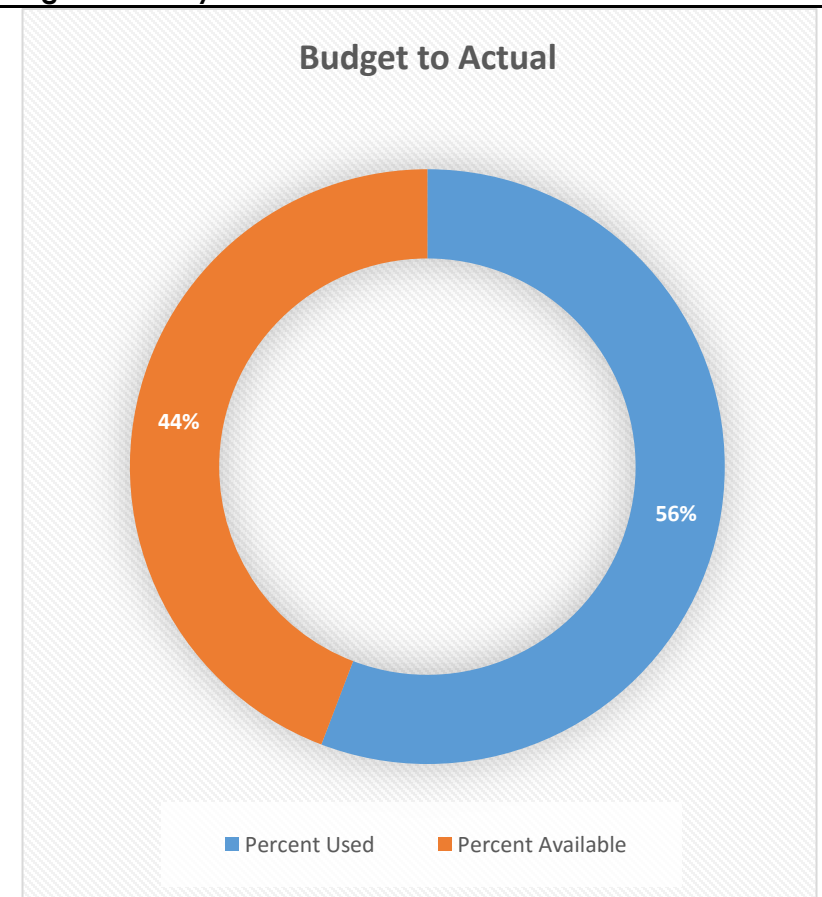
	Name	Number	Number of FTEs (department-wide)
Department	AIRPORT	25	4.24
Division	AIRPORT OPERATIONS	252	
Section	N/A		

Description

The Ukiah Municipal Airport provides an alternative form of transportation and emergency access in and out of Ukiah. To support this, the major activities of the Airport support the fueling of all forms of aircraft.

The operations and maintenance activities include the management, supervision and training of staff as well as the upkeep of facilities and equipment. The Airport maintains over 2 miles of runway and taxi-way pavement; maintains 260 runway and taxi-way lights; maintains two fuel trucks: Jet A truck holding 5,000 gallons and 100LL truck holding 750 gallons of fuel; maintains a 20,000 gallon bulk fuel storage tank that is split to hold 12,000 gallons 100LL and 8,000 gallons of 100LL; maintains 160 acres of airport property; and maintains over 60 hangars and other buildings.

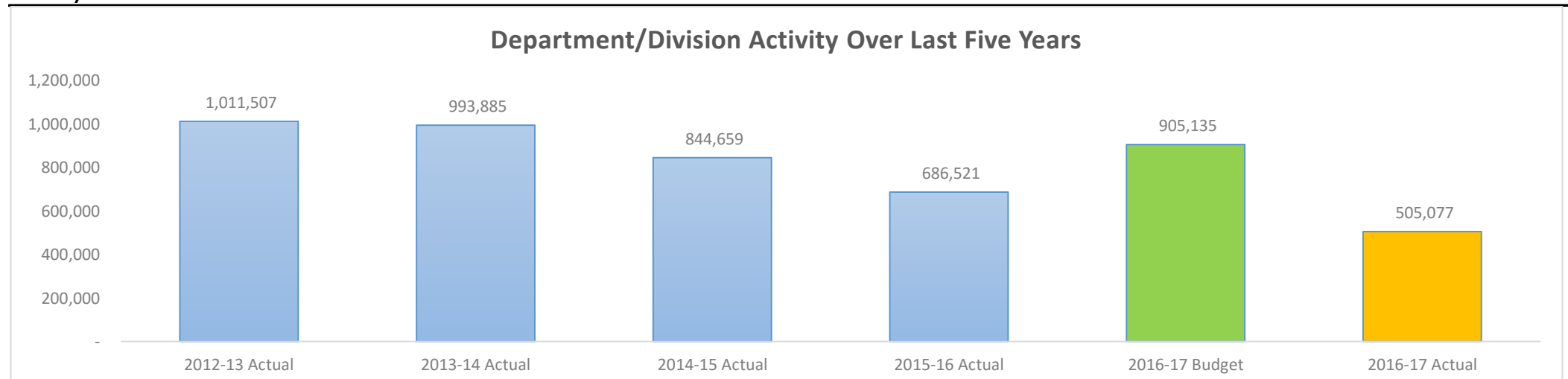
Budget Summary



Key Functions:

1. Operate and maintain the Ukiah Municipal Airport

Activity Trends



Goals and Objectives	Status	Department/Division Comments:
1 To begin FAA grant for Runway Rehabilitation Design.	In progress	Contacts with Mead & Hunt are currently being finalized
2 Complete installation of 100LL Self Service fuel tank.	In progress	Tank construction is complete. Staff is awaiting the RFP for the electrical and concrete pad installation.
3 Continue slurry seal of airport ramps and roads.	Deferred	Over the past few years several ramps and parking areas have been sealed. With the current projected projects Staff has deferred slurry seal for this fiscal year.
4 To begin FAA grant for Pavement Maintenance Mangement Program(PMMP).	In progress	Contacts with Mead & Hunt are currently being finalized
5 Apply for FAA grant for Runway 15-33 Pavement Rehab & Taxiway Realignment Construction	Not started	Staff is currently awaiting FAA grant offer

CITY OF UKIAH
2017-18 BUDGET KICK-OFF AND 2016-17 MIDYEAR REVIEW

**City of Ukiah
Activity Summary**

Fiscal Year 2016-17



	Name	Number	Number of FTEs (department-wide)
Department	AIRPORT	25	4.24
Division	AIRPORT MAINTENANCE	253	
Section	N/A		

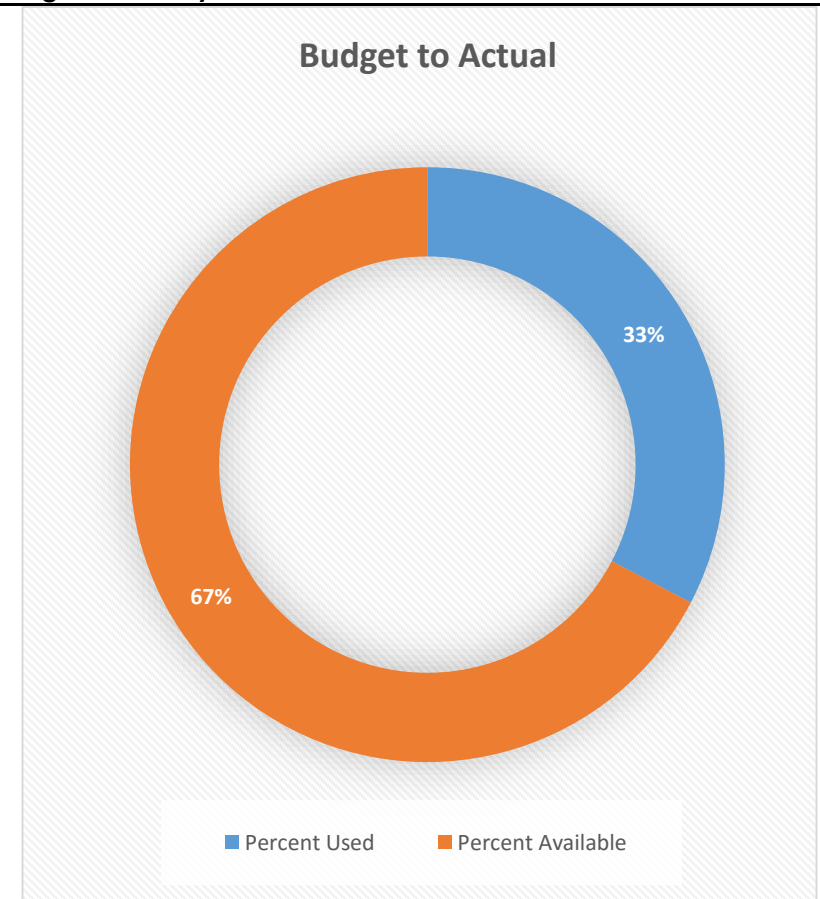
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This Division oversees grant activity for the airport.

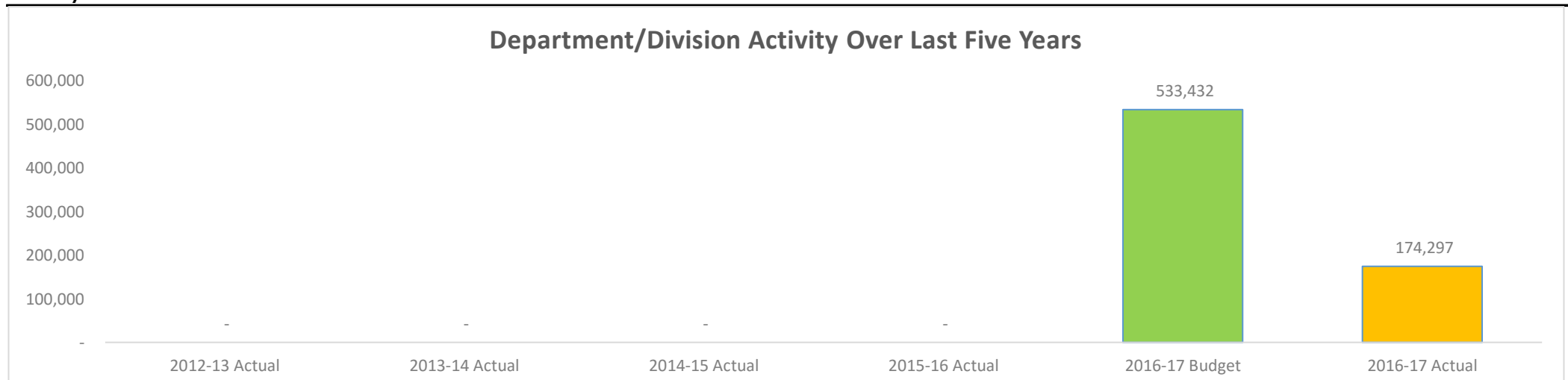
Budget Summary



Key Functions:

1. Operate and maintain the Ukiah Municipal Airport

Activity Trends



Goals and Objectives

Status

Department/Division Comments:

1	To begin FAA grant for Runway Rehabilitation Design.	In progress	Contacts with Mead & Hunt are currently being finalized
2	Complete installation of 100LL Self Service fuel tank.	In progress	Tank construction is complete. Staff is awaiting the RFP for the electrical and concrete pad installation.
3	Continue slurry seal of airport ramps and roads.	Deferred	Over the past few years several ramps and parking areas have been sealed. With the current projected projects Staff has deferred slurry seal for this fiscal year.
4	To begin FAA grant for Pavement Maintenance Mangement Program(PMMP).	In progress	Contacts with Mead & Hunt are currently being finalized
5	Apply for FAA grant for Runway 15-33 Pavement Rehab & Taxiway Realignment Construction	Not started	Staff is currently awaiting FAA grant offer

City of Ukiah
Activity Summary



Fiscal Year 2016-17

	Name	Number	Number of FTEs (department-wide)
Department	ELECTRIC	26	19.44
Division	ELECTRIC DISTRIBUTION	261	
Section	N/A		

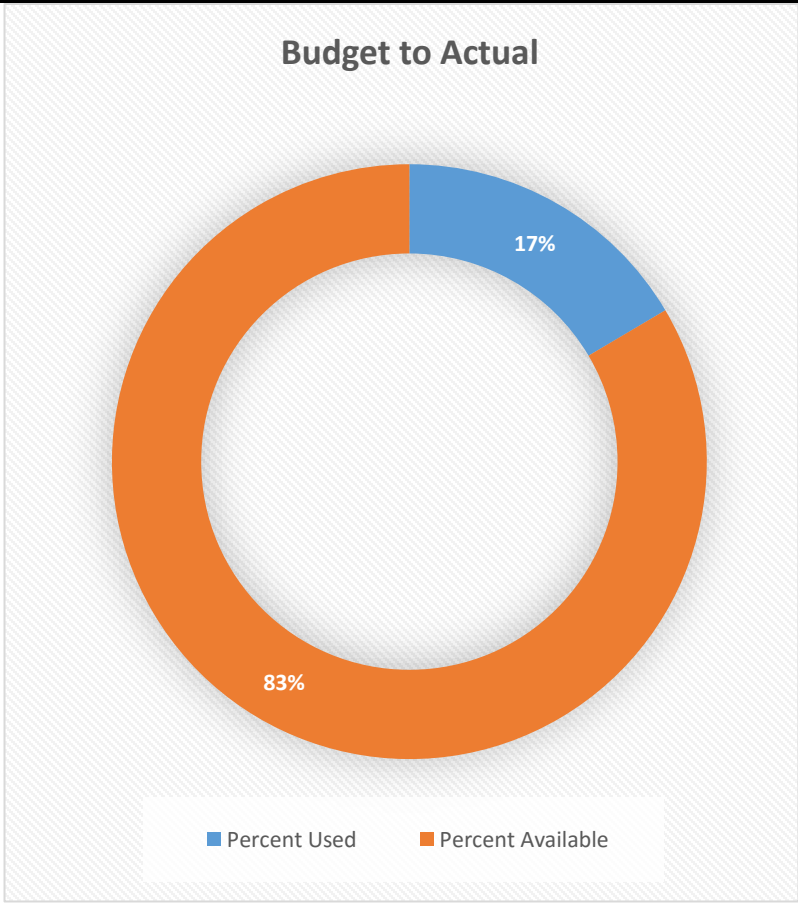
Description

The Electric Utility Enterprise of the City of Ukiah provides electrical power to the residents and businesses of the City. Through power generation and purchasing from external providers, it does so in an efficient and effective manner, at cost significantly below local competitors like PG&E.

The Electric Operations and Construction Division provides 24 hour 365 day response to emergency service calls for customer power problems, outages and to make high voltage power lines safe for Fire & Police personnel at structure fires, automobile accidents and many other situations where electric lines are near emergency crews.

The Division also performs a wide variety of new and maintenance construction work on Ukiah's overhead and underground distribution system. In addition, the Department staff provides management, inspection and acceptance testing services for internal and external constructed projects. Each team member is a highly skilled individual that receives significant training to work with high voltage lines located on pole top and in underground vaults in all weather conditions. The Electric Department staff stand ready to help our customers and community.

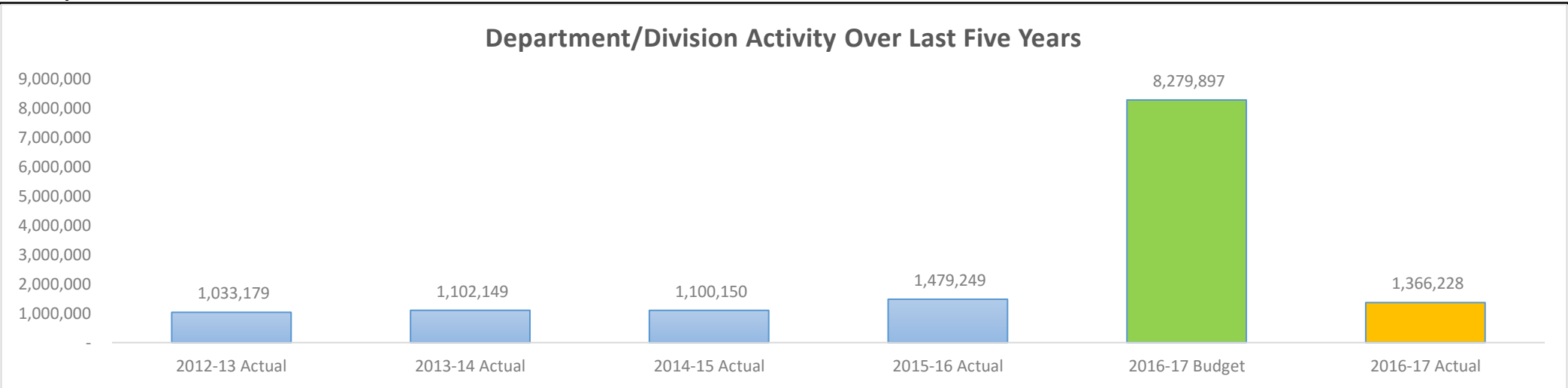
Budget Summary



Key Functions:

1. Provision of electric power services.
2. Capital maintenance and planning for electric power infrastructure.

Activity Trends



Goals and Objectives	Status	Department/Division Comments:
1 Deploy Overhead fault detection.	Completed	Contacts with Mead & Hunt are currently being finalized
2 Complete construction of two overhead circuits from Gobbi Street to Cherry and Hastings Street along rail line.	Completed	Tank construction is complete. Staff is awaiting the RFP for the electrical and concrete pad installation.
3 Replace re-closures (3).	In progress	Over the past few years several ramps and parking areas have been sealed. With the current projected projects Staff has deferred slurry seal for this fiscal year.
4 Continue safety and regulatory training.	Completed	Contacts with Mead & Hunt are currently being finalized
5 Continue primary line tree clearance program including selected secondary locations.	Completed	Staff is currently awaiting FAA grant offer

CITY OF UKIAH
2017-18 BUDGET KICK-OFF AND 2016-17 MIDYEAR REVIEW

6	Design and deploy fault detection and protection equipment.	Completed	
7	Complete the Perkins Street Overhead to Underground conversion.	Completed	Electric and Cable TV are completed. AT&T are scheduled to be removed by FY end.
8	Continue 600 amp 12kV underground connector replacement along Orchard Avenue.	In progress	
9	Complete 200 amp switching reinforcement for Oak Manor Subdivision Phase 2.	In progress	Phase 1 is 95% complete with one transformer to be replaced.
10	Complete Transformer T1 oil insulated bushings.	In progress	Out for Bid.
11	Upgrade T1 control wiring.	In progress	Pricing options
12	Build protection relay test station.	In progress	
13	Install Advanced Metering Infrastructure access point radio.	In progress	

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City of Ukiah
Activity Summary



Fiscal Year 2016-17

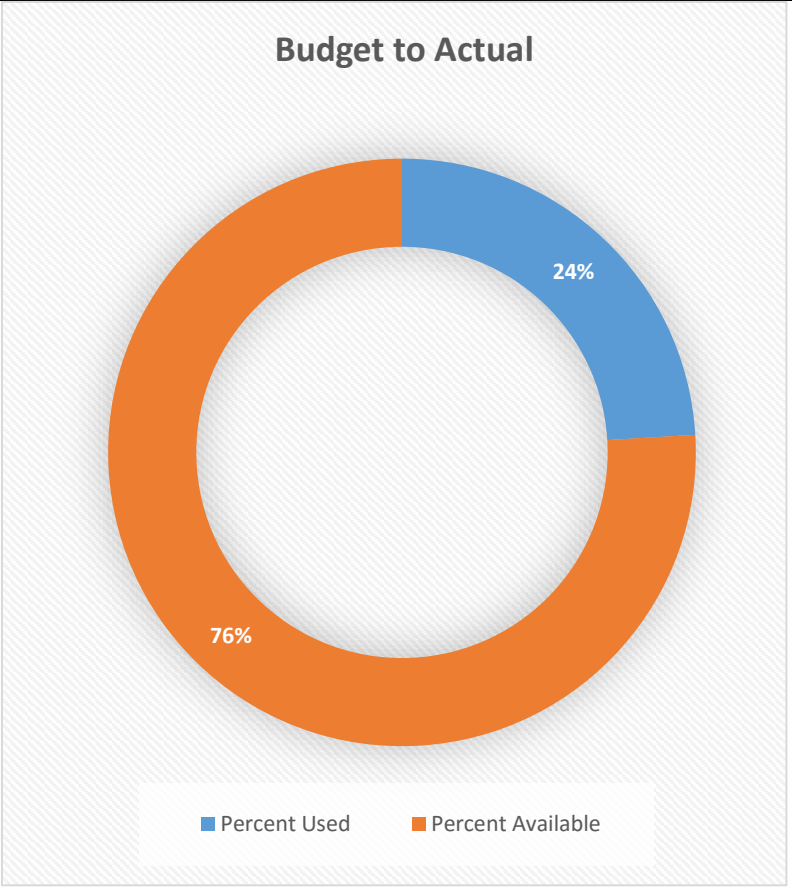
	Name	Number	Number of FTEs (department-wide)
Department	ELECTRIC	26	19.44
Division	ELECTRIC ADMINISTRATION	264	
Section	N/A		

Description

The Electric Utility Enterprise of the City of Ukiah provides electrical power to the residents and businesses of the City. Through power generation and purchasing from external providers, it does so in an efficient and effective manner, at cost significantly below local competitors like PG&E.

The Electric Utility Administration Division provides overall financial and organizational oversight of the Department. Additionally, other services include system design and engineering, administrative support, planning to meet the community's needs. This Division develops rates and rate structures, establishes department policies, goals and objectives. Monitors cash flow, capital expenditures, budgets, professional training and goals of each individual team employee.

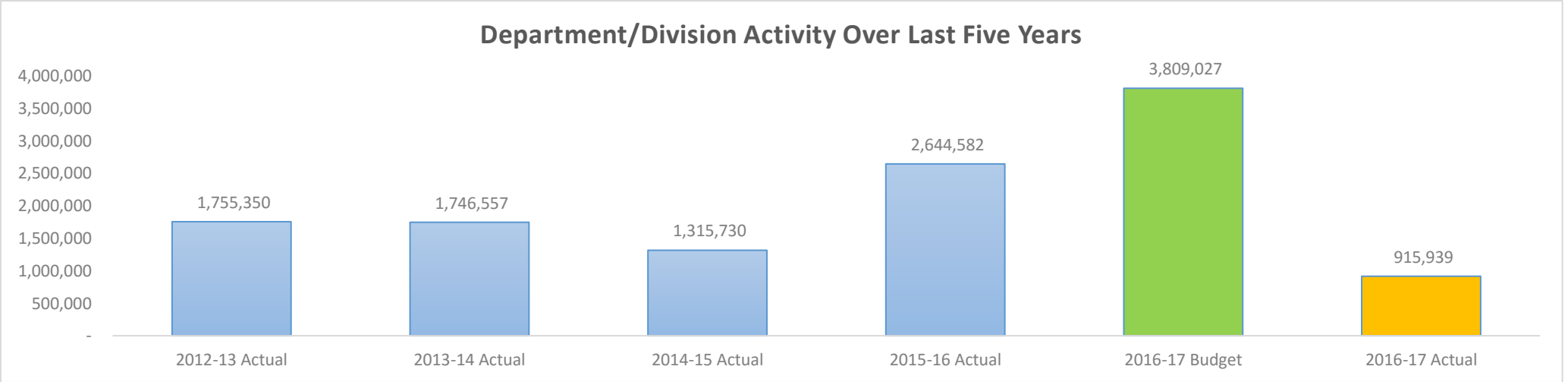
Budget Summary



Key Functions:

- 1. General administration of the Electric Utility.

Activity Trends



Goals and Objectives	Status	Department/Division Comments:
1 Insuring power is available when needed, continue to identify cost effective electric system.	Completed	
2 Utilize advance technonlgy equipment and work methods to deliver the best of class service to our customers.	In progress	
3 Continue to update Supervisory Control and Data Acquisition (SCADA) and M2M communication to mobile field devices.	In progress	Pricing options.
4 Continue NERC, CED, CARB and FERC regulatory compliance.	In progress	
5 Moinitor expenditure and effectiveness of internal services to outsidie vendor to identify areas of cost and efficiency improvments.	In progress	
6 Continue to market carbon offsets and renewable bundled energy sales to utilize Historic RECs.	Completed	
7 Acquire carbon credits to offset Lodi Energy Center and market purchases carbon requirements.	Completed	
8 Expand DMP3 protocol for mobile device applications.	In progress	

City of Ukiah
Activity Summary

Fiscal Year 2016-17



	Name	Number	Number of FTEs (department-wide)
Department	ELECTRIC	26	19.44
Division	PUBLIC BENEFIT	265	
Section	N/A		

Description

The Electric Utility Enterprise of the City of Ukiah provides electrical power to the residents and businesses of the City. Through power generation and purchasing from external providers, it does so in an efficient and effective manner, at cost significantly below local competitors like PG&E.

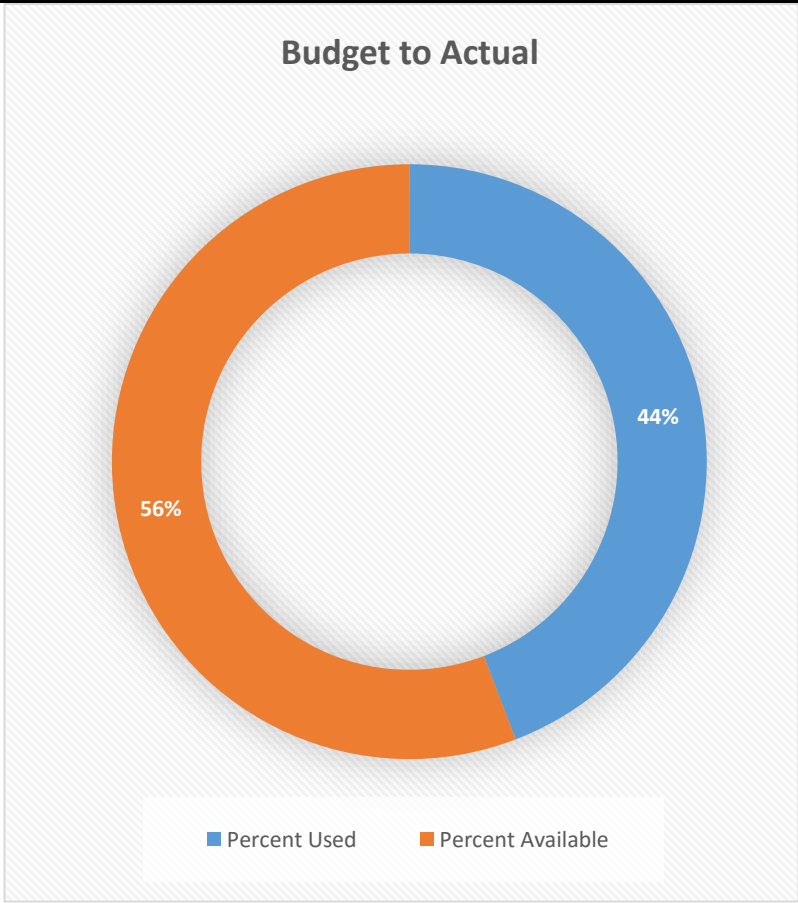
The State mandated the requirement to collect a separate surcharge to be used for "Public Benefits" (AB 1890 in 1996) programs in four categories:

- Cost-effective demand-side management services to promote energy efficiency and energy conservation.
- New investment in renewable energy resources.
- Research, development and demonstration projects.
- Services provided for low-income electricity customers.

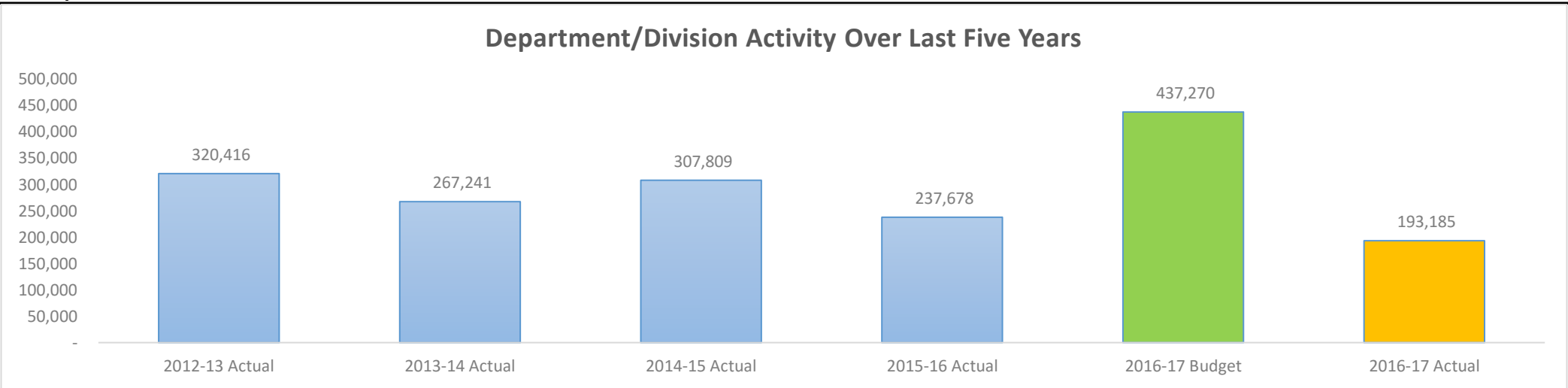
Key Functions:

1. Provide financial assistance to low-income residents to pay for electric usage.
2. Encourage and promote renewable energy.

Budget Summary



Activity Trends



Goals and Objectives	Status	Department/Division Comments:
1 Enhance commercial marketing plan for energy conservation and education.	Completed	
2 Continue the highly utilized customer rebate programs.	Completed	
3 Work with the City Council and Finance Department to refine assistance programs.	In progress	

1	Complete underground phase for Perkins Street Lighting Project.	Completed
2	Evaluate LED lighting types, effectiveness, and efficiency for the residential areas of town.	Completed

DEPARTMENT GOALS AND OBJECTIVES FISCAL
YEAR 2017-18
AND BEYOND

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: CITY COUNCIL**Division:** CITY COUNCIL

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Secure awarded funding for the recycled water system for Phases I-III.	Goal 1	
2 Develop Tax Sharing Agreement with the County of Mendocino.	Goal 2	
3 Implement the Redwood Business Park Infrastructure Improvement Project.	Goal 3	
4 Consider the development of trench cut fees.	Goal 1	
5 Develop a plan to engage and direct activities/priorities of the city's commissions.	Goal 4	

Intermediate-term (2-5 years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Update the Ukiah General Plan.	Goal 2	
2 Update the City of Ukiah's sphere of influence (SOI).	Goal 2	
3 Coordinate with the County and State for a reuse plan for the Courthouse.	Goal 3	
4 Implement Downtown Streetscape Improvement plan.	Goal 3	
5 Evaluate and amend the city zoning code to improve efficiencies/public service and protect natural resources.	Goal 2	

Long-term (6+ years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1		
2		
3		
4		
5		

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: CITY CLERK**Division:**

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Set up, initiate, and train staff with new agenda flow program.	Department-specific	By streamlining the agenda formation and publication process, team-member communication, in respect to the agenda items, will improve; staff will have increased time for other projects; and the agenda items will have improved accuracy.
2 Meet with Directors and make comprehensive list of records retained within the department towards the goal of having a comprehensive Central Filing System.	Goal 4	This is the first step to having a Central Filing System with access to all City records in a fast efficient manner, which will enable proficiency, reliability, exceptional service, support team projects, innovate the existing record keeping system, and will aid in legal discovery that in turn protects the City.
3 Enter the balance of Leases, Grant of Easements, and Deeds into the electronic repositories.	Goal 4	By entering previously non-electronisized documents into the digital repository, these documents will ultimately be accessible by the Council, staff, and public with a high-powered search mechanism. This will help with research and easy retrieval.
4 Overseeing the relocation of the record retentions storage boxes, and organizing for easy retrieval.	Goal 4	The current records retention storage, located above the civic center lobby, carries an enormous amount of weight. Although the structure has successfully carried the weight for many years, concern in respect to the load and the maintenance crew who hauls boxes up and down the stairs is being addressed by moving the records retention to a new location.
5 Annual records retention purge.	Goal 4	The Secretary of State recommends that once records have fulfilled their administrative, fiscal, or legal function they should be disposed of in accordance with their records retention schedule. Excess records over-burden staff, slow response items to public requests, and extend the agency's legal liability.

6	Develop universal calendar of City Council, ad hoc committee meetings, and prominent staff meetings.	Goal 4	An online calendar that all staff and Council can view will help scheduling, locating meetings for lost participants, and give an overview of activities taking place.
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Intermediate-term (2-5 years)

		Relation to City-Wide	
Goal/Objectives		Goal	Comments
1 Update and Refine Records Retention Guidelines to accurately reflect the records within departments.		Goal 4	This is an on-going task that the City Clerk's department will be reviewing every three years. By State mandate, every agency must establish a Record Retention Schedule which is the legal authority to dispose of official public records.
2 Collect and upload available electronic documents into the Central Filing System. Then Scan remaining documents by department into the Central Filing System.		Goal 4	By entering previously non-electronized documents into the digital repository, these documents will ultimately be accessible by the Council, staff, and public with a high-powered search mechanism. Additionally, collecting the data into one location will make for easy research and retrieval.
3 Complete processing and entering hard copy records from vault into Laserfiche and FileTrail.		Goal 4	By organizing and entering hard copy documents into the digital repository, these documents will ultimately be accessible by the Council, staff, and public with a high-powered search mechanism. Additionally, the hard copy files will be easy to locate and retrieve.
4 Innovate elections processes		Goal 4	Elections are complex and each election is unique; however, certain basic steps are common. The City Clerk's office would like to expand on the processes in place to provide more information online, and to help establish clearer steps to navigate staff through the election process.
5 Established transparency of City Records by way of highly searchable database available online.		Goal 4	Government transparency promotes trust within our community. Additionally, having the documents online saves the City Clerk's office and other departmental staff from long searches to produce records for Public Record Act requests.

Long-term (6+ years)

		Relation to City-Wide	
Goal/Objectives		Goal	Comments
1 Complete and Maintain a Comprehensive Electronic Central Filing System, inclusive of all departmental records.		Goal 4	Having a high-powered search engine with all City records available will be a valuable tool for staff and public. Documents will be easily located within the City's system.

2	Bring record keeping up-to-date with standard practices that possibly include: going paperless; fine-tuning the email policy; training of staff, and a permanent, efficient storage facility.	Goal 4	Good organization of records is essential to a smooth running agency. Equally important is keeping up with standard practices used statewide as our technological world evolves.
3	Have all aspects of City Clerk functions streamlined to a high level of proficiency.	Goal 4	The City Clerk's office is highly impacted by a high volume and large variety of tasks. Streamlining as many functions as possible will help to ensure that the work flow is as effortless and efficient as possible, will allow clerks to accomplish more duties in less time, and will help clerks to have clear direction within the office, and for Council, staff, and public in respect to inquiries.
4	Innovate City Clerk office aid to departments in helping to establish best practices for records management and document flow.	Goal 4	Working with departments to establish some basic uniform practices in records management will assist in inter-office file sharing, communication, organization, and file retention.
	Complete technical upgrade in Chambers. (Collaboration with IT)	Goal 4	A technological upgrade is badly needed in the Council Chamber. The City Clerk's office is working with Information Technology (IT) to bring up-to-date video and sound for public meetings. This project may fit into the intermediate-term category; however, it is a big project that may take time and coordinating with other contractors.
5	Increase City Clerk involvement with the statewide association as well as increase involvement with schools to introduce and teach local government practices to the up and coming leaders of our community.	Goal 4	Benefits from connecting with the statewide clerk's association include being aware of legislation that affects local governments, and knowledge and resources that the State organization has to offer. Teaming up with local schools to bring awareness and education to the youth can promote involved citizens for the future of our community.

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: CITY MANAGER

Division:



City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Relation to City-Wide		
Goal/Objectives	Goal	Comments
1 Develop strategies and foster discussions to end the Ukiah Valley Sanitation District's litigation against the City.	Goal 3	
2 Improve coverage of duties and back up in the absence of the City Manager.	Department-specific	Currently, there is limited back up coverage on critical business operations and efforts need to be made to ensure duplication of functions in addition to maintaining uninterrupted management capacity.
3 Develop a plan for improved community relations and communication along with the capacity to maintain focused and sustained engagement.	Goal 4	
4 Facilitate the implementation of core value improvement strategies.	Goal 4	The City Manager's Office has coordinated the development of a work plan to further evolve operations in line with the organization's identified values of safety, teamwork, professionalism, and service.

Intermediate-term (2-5 years)

Relation to City-Wide		
Goal/Objectives	Goal	Comments
1 Reorganize the Planning and Building Department into an enhanced Community Development and Planning Department fully integrated with economic development and housing.	Goal 3	Near term objective is to fill the Director position.
2 Ensure adequate succession planning and retention of institutional knowledge is occurring for executive leadership positions.	Goal 4	Near term leadership development strategies are underway, but intermediate-term specific plans by department need to be developed and implemented.
3 Develop a long term delivery plan to stabilize fire and emergency medical services.	Goal 3	Engagement with the Fire District is active, but the full integration of services and sustainable service and funding plan is likely two or more years out.

Long-term (6+ years)

Relation to City-Wide		
Goal/Objectives	Goal	Comments
1 Plan and facilitate cooperation with the County and special districts for integrated and/or coordinated municipal level service delivery and infrastructure development.	Goal 3	Currently, there is a piecemeal approach and/or a lack of long term planning to provide municipal services and infrastructure development within the unincorporated Ukiah Valley which leads to inadequate essential services to developed areas.

Performance Goals and Objectives

Fiscal Year: 2017-18

**Department:** FINANCE**Division:** UTILITY BILLING

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives	Relation to City-Wide Goal	Comments
1 Software Implementation.	Department-specific	
2 Mobile/Web base access for all customers.	Goal 1	Complete implementation of Tyler Munis software or move forward in finding a new software provider.
3 Over the counter credit card payments.	Goal 2	Introduce a web-based portal for customers to access a built in CSR dashboard to customer account information, mobile access to electric outage information, plus many other features.
4 Inter-department training.	Goal 3	Implement over the counter credit card payments for customers through Paymentus.
5	Goal 4	Cross train all CSR representatives in all aspects that pertain to the Utility Billing Department.

Intermediate-term (2-5 years)

Goal/Objectives	Relation to City-Wide Goal	Comments
1 Utility Billing software.	Department-specific	Have a new Utility Billing software installed and all staff trained.
2 Web site portal.	Goal 3	Continue to stay up-to-date and implement new web based information for customers.
3 Outsource monthly UVSD Billing.	Goal 3	With implementation of new Utility Billing software/find a way to outsource the monthly sewer billing.

Long-term (6+ years)

Goal/Objectives	Relation to City-Wide Goal	Comments
1		
2		
3		
4		
5		

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: FINANCE

Division: ACCOUNTING



City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Relation to City-Wide		
Goal/Objectives	Goal	Comments
1 Continue with cross training and team member development	Goal 4	
2 Complete development if 5-year CIP Budget	Goal 1	
3 Refine newly developed budget process		
4		
5		

Intermediate-term (2-5 years)

Relation to City-Wide		
Goal/Objectives	Goal	Comments
1 Review of ERP system (Munis)		To evaluate functionality
2		
3		
4		
5		

Long-term (6+ years)

Relation to City-Wide		
Goal/Objectives	Goal	Comments
1		
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4		
5		

Performance Goals and Objectives

Fiscal Year: 2017-18

**Department:** FINANCE**Division:** PURCHASING

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Move Electric Utility Department (EUD) inventory and organize new warehouse facility at Hastings property.	Department-specific	Was part of 2016-17 goals, but deferred because contingent upon staff move to the new site, which is not expected until next fiscal year.
2 Convert to Munis inventory module and implement barcode system.	Department-specific	Preliminary work has been done, but completion is contingent upon the move to the new warehouse at Hastings property.
3 Evaluation and implementation of new technologies to improve procurement processes for all employees.	Goal 4	
4 Review of procurement policies for efficiencies and compliance improvements.	Department-specific	One of which is updating the code with disaster purchasing policy for compliance with FEMA.
5 Procurement staff development and training.	Goal 4	
6 Employee training.	Department-specific	

Intermediate-term (2-5 years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1		
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4		
5		

Long-term (6+ years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1		
2		
3		
4		
5		

Performance Goals and Objectives

Fiscal Year: 2017-18

**Department:** HUMAN RESOURCES/RISK MANAGEMENT**Division:**

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives		Relation to City-Wide Goal	Comments
1	Develop Human Resources/Risk Management Staff.	Department-specific	
4	Continue implementation of Munis Electronic Timekeeping & Attendance Module.	Goal 4	
3	Expand the Citywide safety program to reduce workers compensation costs, enhance compliance with workplace safety, and improve overall health and wellness.	Goal 4	
2	Analyze, review, and implement technologies to enhance workflow and service delivery, in particular, an Applicant Tracking System.	Goal 4	
5	Review, update, and implement new employee performance evaluation forms, including routing and delivery procedures.	Goal 4	

Intermediate-term (2-5 years)

Goal/Objectives		Relation to City-Wide Goal	Comments
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Long-term (6+ years)

Goal/Objectives		Relation to City-Wide Goal	Comments
1			
2			
3			
4			
5			

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: ECONOMIC DEVELOPMENT**Division:**

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Implement an improved parking plan for the downtown area by evaluating the recommendations of the existing parking study to determine relevancy with the changed downtown business climate.	Goal 1	
2 Continue to facilitate the development of housing, both affordable and market-rate, in the City of Ukiah.	Goal 2	
3 Continue to facilitate the development of the Costco, courthouse, PEP Senior Housing, and Downtown Streetscape Projects.	Goal 3	
4 Work to keep Staff informed about current projects and continue improving interdepartmental coordination.	Goal 4	

Intermediate-term (2-5 years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Facilitate the development of an anchor business or development in the downtown.	Goal 3	
2 Facilitate the build-out of Airport Business Park and other commercial areas.	Goal 3	
3 Continue to facilitate the development of housing, both affordable and market-rate, in the City of Ukiah.	Goal 2	
4 Continue to facilitate private investment in the areas of housing and commercial, and industrial development.	Goal 3	

Long-term (6+ years)

Relation to City-Wide		
Goal/Objectives	Goal	Comments
1 Engage with educational partners to improve academic standing and performance.	Goal 3	
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Performance Goals and Objectives

Fiscal Year: 2017-18

Department: ECONOMIC DEVELOPMENT**Division:** VISIT UKIAH

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives		Relation to City-Wide Goal	Comments
1	Continue to evolve the Visit Ukiah brand to ensure relevancy and effectiveness.	Department-specific	Refresh the Visit Ukiah brand.
2	Continue to increase awareness of Visit Ukiah brand, both locally and in target markets through marketing, press releases, and word of mouth.	Goal 3	
3	Continue to increase awareness of Ukiah as a destination wedding location.	Goal 3	
4	Continue to capitalize on partnerships with MCTC and other DMOs.	Department-specific	
5	Complete gateway signage project.	Department-specific	

Intermediate-term (2-5 years)

Goal/Objectives		Relation to City-Wide Goal	Comments
1	Continue to evolve the Visit Ukiah brand to ensure relevancy and effectiveness.	Department-specific	
2	Continue to increase awareness of Visit Ukiah brand, both locally and in target markets through marketing, press releases, and word of mouth.	Goal 3	
3	Continue to capitalize on partnerships with MCTC and other DMOs.	Department-specific	
4	Increase awareness of the Ukiah area as a destination for outdoor recreation.	Goal 3	

Long-term (6+ years)

		Relation to City-Wide	
Goal/Objectives		Goal	Comments
1	Continue to increase awareness of Visit Ukiah brand, both locally and in target markets through marketing, press releases, and word of mouth.	Goal 3	

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: ECONOMIC DEVELOPMENT**Division:** SUCCESSOR AGENCY

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Implement the Recognized Obligation Payment Schedule for 17-18.	Department-specific	The Recognized Obligation Payment Schedule is the annual budget for fulfilling Department of Finance approved enforceable obligations of the Successor Agency.
2 Develop the Recognized Obligation Payment Schedule for 18-19.	Department-specific	Preparing and submitting for approval the next fiscal year's budget is an annual task.

Intermediate-term (2-5 years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Continue with the implementaion of the approved Long Range Property Management Plan.	Goal 3	The Successor Agency is in the process of implementing the Long Range Property Management Plan which is a multiyear task. The disposition of the largest landholding of the Agency is currently in escrow with Costco Wholesale.
2 Explore the possible development of a last and final recognized obligation payment schedule.	Department-specific	A last and final recognized payment schedule can't be filed with pending litigation per RDA Dissolution law. The existing case has been fully briefed and is awaiting oral argument. Count of Appeals #: C078589 (Superior Court #: 34-2014-80001744).

Long-term (6+ years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Closeout all Agency related operations and business.	Department-specific	Continue to work toward closing out all remaing enforceable obligations and disposition of all property.

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: POLICE**Division:** POLICE OPERATIONS

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Continue Police Department Strategic Plan (established in 2008) with the next Strategic Plan Performance Report for Calendar Year 2016 in May of 2017	Department-specific	
2 Specific Strategic Plan goals include: 1. Reducing Crime and the Fear of Crime, 2. Improving the Quality of Life in our Neighborhoods, 3. Enhancing Community and Police Partnerships, 4. Developing Department Personnel, 5. Continued Accountability of Department Personnel	Department-specific	

Intermediate-term (2-5 years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Continue Police Department Strategic Plan (established in 2008) with the next Strategic Plan Performance Report for Calendar Year 2016 in May of 2017	Department-specific	

Long-term (6+ years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1		
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Performance Goals and Objectives

Fiscal Year: 2017-18

Department: POLICE

Division: DISPATCH



City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives		Relation to City-Wide	
		Goal	Comments
1	Continue Fort Bragg and CalFire Disaptch Contracts.	Department-specific	
2	Use technological innovations to increase dispatch capacity and merge operations with other dispatch centers.	Department-specific	

Intermediate-term (2-5 years)

Goal/Objectives		Relation to City-Wide	
		Goal	Comments
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Long-term (6+ years)

Goal/Objectives		Relation to City-Wide	
		Goal	Comments
1			
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Performance Goals and Objectives

Fiscal Year: 2017-18

Department: PUBLIC WORKS**Division:** PARKING ENFORCEMENT

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Continue reassessment of Downtown Parking District in relation to Courthouse move, State Street Scape Plan and other infrastructure requirements.	Department-specific	

Intermediate-term (2-5 years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
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Long-term (6+ years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1		
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4		
5		

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: FIRE**Division:** FIRE OPERATIONS

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives		Relation to City-Wide Goal	Comments
1	Revisit Master Plan and determine if standards of cover are adequate for the population served.	Goal 1	
2	Identify Merger options with governance and financial.	Goal 2	
3	Identify Alternative funding options for Ukiah Valley Fire Authority (UFD & UVFD).	Department-specific	
4	Develop Capital replacement plan.	Department-specific	
5	Hire Permanent fire chief.	Department-specific	

Intermediate-term (2-5 years)

Goal/Objectives		Relation to City-Wide Goal	Comments
1	Implement Merger option selected.	Goal 2	
2	Replace remaining Type 1 fire engine.	Department-specific	
3	Hire additional staff.	Goal 1	
4	Implement alternative funding solution.	Goal 2	

Long-term (6+ years)

Goal/Objectives		Relation to City-Wide Goal	Comments
1	Consider Fire station options based on recommended standards of cover and master plan.	Goal 1	
2	Hire enough additional personnel to staff downtown station.	Goal 1	

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: COMMUNITY SERVICES**Division:** PARKS

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Repair and maintain properties.	Goal 1	
2 Upgrade turf maintenance equipment for C.A.R.B. regulations as well as efficiency.	Goal 2	
3 Replace broken fixtures at various park restrooms.	Goal 2	

Intermediate-term (2-5 years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Replace Anton Stadium irrigation system.	Goal 1	Reclaimed water system.
2 Replace Todd Grove irrigation system.	Goal 1	Reclaimed water system.
3 Replace Vinewood Park basketball courts and walkways.	Department-specific	Researching Grant funding opportunities.

Long-term (6+ years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Refurbish BBQ area and walkways at Todd Grove Park.	Department-specific	
2 Phase 2 of Riverside Park.	Department-specific	
3 Redesign irrigation system at Ukiah Sports Complex.	Goal 1	

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: COMMUNITY SERVICES**Division:** AQUATICS

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives		Relation to City-Wide	
		Goal	Comments
1	Complete evaluation of Pool Facility to plan for future renovations.	Goal 1	"Kiddie Pool" area needs to be addressed as does modular guard shack.

Intermediate-term (2-5 years)

Goal/Objectives		Relation to City-Wide	
		Goal	Comments
1	Renovate facility to maximize space.	Goal 1	Funding source will need to be established.

Long-term (6+ years)

Goal/Objectives		Relation to City-Wide	
		Goal	Comments
1			
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Performance Goals and Objectives

Fiscal Year: 2017-18

Department: COMMUNITY SERVICES**Division:** GOLF

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Work with Tayman Park to expand play and tournament activities, ongoing work performed by Tayman Park.	Department-specific	
2 Tayman Park will continue to expand food and beverage services and improve outdoor seating and improvements to the Todd Grove Clubhouse.	Department-specific	
3 Tayman Park will implement the 5th operation and capital improvement plan as well as submit the 6th year plan for review and approval. Projects and programs include irrigation water source development, tee reconstruction, fairway and collar resurfacing, irrigation component replacement, cart paths, patio renovation, and electrical trenching.	Department-specific	

Intermediate-term (2-5 years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Continue to explore with Tayman Park the feasibility of a Driving Range; ongoing work performed by Tayman Park.	Department-specific	The highest priority at this point is completing the irrigation system renovation. Driving range would follow.

Long-term (6+ years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1		
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3		
4		

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: COMMUNITY SERVICES**Division:** BUILDING MAINTENANCE

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives		Relation to City-Wide Goal	Comments
1	Provide building and facility maintenance.	Department-specific	
2	Coordinate and assist with Capital Improvement Projects as listed in the budget.	Goal 1	
3	Provide staffing for special events as needed.	Goal 2	
4	Provide safe work environment for employees.	Goal 3	
5	Develop schedule for routine maintenance procedures.	Goal 4	

Intermediate-term (2-5 years)

Goal/Objectives		Relation to City-Wide Goal	Comments
1	Provide building and facility maintenance.	Department-specific	
2	Evaluate HVAC systems and replace any failing units.	Department-specific	
3	Develop schedule for routine maintenance procedures.	Department-specific	Online Facility Maintenance Portal.

Long-term (6+ years)

Goal/Objectives		Relation to City-Wide Goal	Comments
1	Provide building and facility maintenance.	Department-specific	
2	Continue to modernize and upgrade our maintenance portal/system.		

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: COMMUNITY SERVICES**Division:** CONFERENCE CENTER

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives		Relation to City-Wide Goal	Comments
1	Maintaining an active Facebook account with growing user base and continuing to increase visibility through social media, specifically targeting small conferences, conventions and rentals with a social media plan.	Department-specific	
2	Participate in meeting professional organizations in California to increase exposure, including the North Bay Wedding Fair & the Meeting Professionals International (MPI) Annual Expo & Conference.	Department-specific	
3	Continue a comprehensive inventory and inspection evaluation of banquet furniture to repair and/or replace.	Department-specific	Chair replacement is top priority, then carpet, and paint.
4	Replace worn video screens to keep the facility in full operating functionality.	Department-specific	As funding allows.
5	Strive to incorporate our Core Values into all areas of our operations.	Department-specific	

Intermediate-term (2-5 years)

Goal/Objectives		Relation to City-Wide Goal	Comments
1	Continue to research and work toward securing funds for upgrading the kitchen to a commercial kitchen for additional rental income and community support; ongoing evaluation.	Department-specific	
2	Strive to incorporate our Core Values into all areas of our operations.	Department-specific	
3	Modernize and replace HVAC system.	Goal 1	Secure funding.
4	Replace and repair all awnings.	Goal 2	Secure funding.
5	Modernize and replace current key system.	Goal 3	

Long-term (6+ years)

Relation to City-Wide		
Goal/Objectives	Goal	Comments
1 Strive to incorporate our Core Values into all areas of our operations.	Goal 1	
2 Modernize building.	Goal 4	
3 Paint, replace carpet, etc.		

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: COMMUNITY SERVICES**Division:** MUSEUM

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Present four major exhibitions: •Tom Killion's woodcut prints of the California Coast. •Mendocino County glass artists. •California native wildflowers and how climate change is impacting them. •Early California artists and Grace Hudson contemporaries Grafton Tyler Brown and Edward Espey.	Department-specific	
2 Work with a graphic designer to develop and produce a variety of promotional materials to launch and engage the public in visitng The Wild Gardens.	Goal 3	
3 Engage in long-term planning for the Museum and its operations and produce a written strategic plan. (This process will involve the new Museum Director and other City of Ukiah staff, Sun House Guild Board, Grace Hudson Museum Endowment Board, and representatives from other key Museum supporter and user groups.)	Goal 2	

Intermediate-term (2-5 years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Continue to work with selected artists to design and construct various interpretive elements and artworks for The Wild Gardens.	Goal 3	

2	Assist grant writer and the Sun House Guild and Grace Hudson Museum Endowment Board members in raising funds in gifts, grants and donations for The Wild Gardens.	Goal 3	
3	Prepare educational materials geared towards California's life sciences and social sciences curriculum standards for elementary school grade levels that will be used with classes visiting The Wild Gardens.	Goal 3	

Long-term (6+ years)

		Relation to City-Wide	
Goal/Objectives		Goal	Comments
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Performance Goals and Objectives

Fiscal Year: 2017-18

Department: COMMUNITY SERVICES**Division:** RECREATION

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Streamline recruitment and hiring process for part-time staff who work out of various GL accounts and in various capacities.	Goal 4	Part-time staff currently works out of 10 separate GL accounts.
2 Install new control system for scoreboards at Sports Complex which will post live scores online through the web based application.	Department-specific	Possibly expensive to implement but staff is exploring all options to upgrade existing control systems.
3 Remove and replace degraded mural at Municipal Pools.	Department-specific	Pending approval from Parks, Rec. and Golf Commission to move forward.
4 Create Children's Triathlon Event utilizing City facilities including Municipal Pools, Todd Grove Park and adjacent parks (Giorno and Lions Field).	Department-specific	Possible partnerships with other agencies to create healthy activities for children and families.
5 Develop "Friends of Observatory Park" group to sustain fiscal viability and volunteer program support.	Department-specific	Exploring "signature donors" from businesses and other community sources.

Intermediate-term (2-5 years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Develop Teen Program as addition to Summer programming	Department-specific	Children ages 13-15 are in need of summer activities and programs in our community

Long-term (6+ years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1		
2		
3		

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: COMMUNITY SERVICES**Division:** ALEX RORABAUGH RECREATION CENTER

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Increase facility rentals and usage, thereby increasing revenues. Both private rental and usage is increasing along with tenant usage and sporting activities.	Department-specific	
2 Continue to maximize rental of all tenant/office space.	Goal 1	
3 Host additional major events and work towards securing events previously hosted at the site.	Goal 2	

Intermediate-term (2-5 years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Maximize rental opportunities in gym and center rooms.	Department-specific	

Long-term (6+ years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Strive and continue to be an excellent center serving the community.	Goal 2	

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: CITY MANAGER**Division:** INFORMATION TECHNOLOGY

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives	Relation to City-Wide Goal	Comments
1 Establish Offsite Disaster Recovery Plan - Microsoft Azure Cloud.	Department-specific	Currently there is no offsite recovery if catastrophic failure takes place within either of our server rooms. We are currently researching scenarios that will allow us Cloud based fail-over solutions when this happens.
2 Training New IT Staff to offset contract service dependency. Utilize our high level contract vendors for IT Roadmap direction on current and future cost saving technologies.	Department-specific	This is underway. IT has been fully staffed within the last six months. We are in the process of training to be more self-sustaining. Cross training is also underway for diversification. We are in the process of shifting our Contract Service reliance to a more directional model.
3 Establish Equipment Infrastructure lifecycle replacements and IT Master Plan.	Department-specific	This is underway and will establish better checks and balances to control when and where money can be spent and stay up with end of life infrastructure compliances.
4 Education and employee awareness of IT solutions.	Goal 4	This is saving time and our employees will be more productive, while dealing with IT oriented situations.
5 Develop new automation scenarios.	Goal 4	IT is already using automation strategies, to shorten response times, increase awareness to outages and affect overall service up-time. Employees are continuing to experience better service as a result.

Intermediate-term (2-5 years)

Goal/Objectives	Relation to City-Wide Goal	Comments
1 Implement technologies that are more cost effective.	Goal 4	By using more innovative ideas and technologies, the overall footprint and cost of operations will diminish. Employee services will increase.
2 Increase dependence on automation.	Goal 4	Continue to develop automated processes to save service time.

3	Begin moving hardware and service dependencies to Cloud services unless cost prohibitive.	Goal 4	By moving hardware footprints to cloud services, costs for equipment maintenance and support will decrease. Disaster recovery and redundant fall-back will be more available.
4	Focus on IT Staff training and employee retention.	Goal 4	Keep as much expertise in house as possible, while utilizing Vendors in more of an IT Roadmap and directional model. Provide IT employees with more of a planned career path with the City.

Long-term (6+ years)

		Relation to City-	
Goal/Objectives	Wide Goal	Comments	
1 Diminish Onsite Hardware Reliance / Support Costs.	Goal 4	Cloud dependency to increase/Increase in employee services.	
2 IT Staff Training / Provide better service for new technologies.	Goal 4	Will allow IT Staff to offer better and more timely service.	
3 Utilize newer technologies objectively.	Goal 4	Stay updated on new technology as it applies to the City.	
4 Employee use of more effective technologies.	Goal 4	Keep employees up-to-date on newer technologies.	

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: COMMUNITY DEVELOPMENT**Division:** COMMUNITY PLANNING

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Continue permit streamlining efforts.	Goal 4	Explore the idea of creating a new permit that does not require a hearing.
2 Implement and continue to work on marijuana dispensaries ordinance.	Goal 2	Create a process and application materials for applicants seeking Dispensaries Use Permits.
3 Complete site identification study for the Wagonseller Neighborhood Park.	Goal 2	Staff completed two workshops, and a draft report. We anticipate completion this fiscal year.
4 Convert noticing to post card style notices.	Goal 4	This is cost cutting efficiency measure currently being used in other jurisdictions.
5 Amend Zoning Ordinance to comply with AB 2299 Second Unit Law.	Goal 2	State mandated amendments to the Zoning Ordinance.
6 Initiate the General Plan update process.	Goal 2	
7 Continue professional support to the City Council, Planning Commission, Design Review Board, and Paths Open Space and Creeks Commission.	Goal 4	Continue to look for ways to improve our service providing clear and concise information to all the boards.

Intermediate-term (2-5 years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Make substantial progress on the General Plan update project.	Goal 2	This process typically takes 2-3 years.
2 Start discussions about updating the Zoning Ordinance.	Goal 2	Typically, a Zoning Ordinance update follows a General Plan update.

Long-term (6+ years)

Relation to City-Wide		
Goal/Objectives	Goal	Comments
1 Implementation of the General Plan.	Goal 2	
2 Update the Zoning Ordinance.	Goal 2	Typically, a Zoning Ordinance update follows a General Plan update.

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: COMMUNITY DEVELOPMENT**Division:** BUILDING INSPECTION

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Relation to City-Wide		
Goal/Objectives	Goal	Comments
1 Continue cross training (building/planning) efforts.	Goal 4	Helps when covering for others and provides a better service.
2 Implement on-line Customer Self Service building permit application/issuance and building inspection scheduling.	Goal 4	
3 Palace Hotel building code violation enforcement: work with the receiver and building professionals to get started.	Goal 3	Court appointed the receiver and in process of determining course of action.
4 Install front-counter computer for customer access to building permits, scheduling, and other information.	Goal 4	The computer has been purchased and will be installed this year. Possible counter configuration change.
5 Provide local training on new codes to the community and advertise classes at the North Coast Builders Exchange and classes hosted by the local ICC Chapter, Redwood Empire Association of Code Officials.	Department-specific	This is an ongoing goal which is accomplished through one on one instruction by staff and through providing local classes. A class on the new energy code was hosted by the City in November and additional classes will be forthcoming.

Intermediate-term (2-5 years)

Relation to City-Wide		
Goal/Objectives	Goal	Comments
1 Continue cross training (building/planning) efforts.	Goal 4	Helps when covering for others and provides a better service.
2 Palace Hotel building code violation enforcement: Conclude the violation process by completion of seismic retrofitting, weatherproofing, and reuse of the structure.	Goal 3	Complete or partial occupancy and restoration of the structure.
3 Continue to provide local training to the community, contractors, and code officials.	Department-specific	An ongoing goal.
4 Create a method for tracking review times and increase on-time first review for building permits beyond 90%.	Department-specific	
5 Complete the organization of all building permit plan sets so that they are accessible to staff and the public.	Department-specific	There are many boxes of old plan sets that need to be pulled out and placed alphabetically on the shelving.

Long-term (6+ years)

Relation to City-Wide		
Goal/Objectives	Goal	Comments
1 Continue cross training (building/planning) efforts.	Goal 4	Helps when covering for others and provides a better service.
2 Continue to provide local training to the community, contractors, and code officials.	Goal 4	An ongoing goal.
3 Continue tracking and improving on-time first review for building permits beyond 90%	Department-specific	
4 Provide the most competent, effecient, and service oriented Community Developement Department possible.	Department-specific	

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: PUBLIC WORKS**Division:** GARAGE

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives		Relation to City-Wide Goal	Comments
1	Restructure the personnel in the Fleet Maintenance Division.	Goal 4	With the added responsibilities of both the Water and Wastewater Treatment facilities, personnel is required to assure adequate coverage and compensation.
2	Replace heating system with a more efficient system.	Department-specific	Replace aged infrastructure.
3	Maintain vehicle compliance with CHP BIT inspections as well as OSHA, CARB, MCAQMD and MCDEH requirements.	Department-specific	Ongoing.
4	Continue to provide service to all City departments, Ukiah Valley Fire Department, and Mendocino County District Attorney.	Goal 2	Ongoing.
5	Provide maintenance support to the Water and Wastewater Treatment Plants.	Goal 4	Utilize in house expertise to accomplish efficiency and provide redundancy.
6	Replace pressurized overhead lubrication system.	Department-specific	Replace aged infrastructure.
7	Continue to maintain compliance with the generator set which provides emergency backup power to the Civic Center per National Fire Protection Association (NFPA) 110 standards.	Goal 1	Ongoing

Intermediate-term (2-5 years)

Goal/Objectives		Relation to City-Wide Goal	Comments
1			

Long-term (6+ years)

Goal/Objectives		Relation to City-Wide Goal	Comments
1			

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: PUBLIC WORKS

Division: TRAFFIC SIGNALS



City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Continue maintenance of traffic signal system.	Goal 1	
2 Coordinate repairs resulting from signal pole knockdowns.	Goal 1	
3 Coordinate minor adjustments to traffic signal controllers.	Goal 1	
4 Evaluate traffic signal maintenance contract.	Goal 1	
5 Participate in joint City-MCOG-County project at N State & Empire Drive/Ford Rd and N. State and Kuki Lane.	Goal 1	

Intermediate-term (2-5 years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Implement traffic signal maintenance contract.	Goal 1	
2		
3		
4		
5		

Long-term (6+ years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1		
2		
3		
4		
5		

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: PUBLIC WORKS**Division:** ENGINEERING

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Continue "Master Pavement Rehabilitation Program (MPRP)" - Year 3.	Goal 1	Ongoing. With the recent hiring of an Engineering Analyst and the approval of a sales tax measure for street maintenance, staff is optimistic about designing and completing several key street maintenance projects.
2 Complete construction of street rehabilitation project (Washington, Luce, and Observatory).	Goal 1	Construction of this project will extend into this fiscal year.
3 Implement a Trench Cut Fee.	Goal 3	Implementation of this fee will be critical as the City begins to pave streets.
4 Complete paperwork for Rail Trail, Phase 3.	Goal 1	The City will need to determine whether to resubmit an application for funding of this project.

Intermediate-term (2-5 years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Utilize Pavement Management Program to select intermediate term projects for street paving.	Goal 1	May need to accumulate funding over a few years to pay for projects.

Long-term (6+ years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Utilize Pavement Management Program to select long-term projects for street reconstruction.	Goal 1	May need to accumulate funding over a few years to pay for projects.

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: PUBLIC WORKS**Division:** STREETS

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Continue implementation of "Master Pavement Rehabilitation Program (MPRP)" - Year 3.	Goal 1	Ongoing. With the recent hiring of an Engineering Analyst and the approval of a sales tax measure for street maintenance, staff is optimistic about designing and completing several key street maintenance projects.
2 Implement a "Reporting to City Source App".	Goal 1	The app is available for public use. Staff to monitor and respond to reported items.
3 Complete construction of slurry seal and asphalt overlay projects.	Goal 1	Construction of these projects may depend on the pending litigation regarding the approved street maintenance sales tax measure.
4 Rehabilitation of Washington Avenue, Observatory Avenue, and Luce Avenue.	Goal 1	Construction of this project will extend into this fiscal year.

Intermediate-term (2-5 years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Utilize Pavement Management Program to select intermediate term projects for street paving.	Goal 1	May need to accumulate funding over a few years to pay for projects.

Long-term (6+ years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Utilize Pavement Management Program to select long-term projects for street reconstruction.	Goal 1	May need to accumulate funding over several years to pay for projects.

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: PUBLIC WORKS**Division:** CORPORATION YARD

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Continue major repairs to the Corporation Yard including fixing broken windows, replacing trim boards, painting buildings, cleaning up debris and general maintenance of the grounds and facilities. Janitorial Services will no longer be contracted as a result of the new position being recommended.	Department-specific	Repairs are ongoing.
2 After the proposed North Coast Regional Water Quality Control Board (NCRWQCB) Low Threat Case Closure is approved, decommission, and remove the dual phase extraction and ozone sparge remediation system, abandon monitoring wells, and abandon extraction wells.	Goal 1	Bid documents are being prepared to decommission the system.
3 Pave area near material bays in the Corporation Yard.	Goal 3	Meet regulatory requirements of NCRWQCB.

Intermediate-term (2-5 years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Replace fence around the entire Corporation Yard.	Goal 2	Prevent future loss from break-ins.
2 Develop a plan to improve all buildings and facilities to current standards.	Goal 4	Budget for Corporation Yard facility master plan.

Long-term (6+ years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Improve all buildings and facilities to current standards.	Goal 4	Provide facilities to protect the health and safety of the team members utilizing the facility.

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: PUBLIC WORKS**Division:** WATER

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Relation to City-Wide		
Goal/Objectives	Goal	Comments
1 Expand SCADA System to Wells and Booster Pumps.	Goal 1	
2 Seismic Retrofit of PZ1S Reservoir Analysis.	Goal 1	
3 Construct Replacement Pressure Zone 2 South Reservoir.	Goal 1	Design initiated in FY 2016-2017.
4 Begin Groundwater Sustainability Plan for SGMA Compliance.	Goal 2	

Intermediate-term (2-5 years)

Relation to City-Wide		
Goal/Objectives	Goal	Comments
1 Investigate expansion of percolation ponds.	Goal 2	Achieve zero discharge and improve groundwater recharge.

Long-term (6+ years)

Relation to City-Wide		
Goal/Objectives	Goal	Comments
1 Increase beneficial use under City Water Rights.	Goal 2	Optimize source timing and maximize conservation and conjunctive use.

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: PUBLIC WORKS**Division:** WASTEWATER

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Complete NPDES Permit negotiations and adoption.	Department-specific	
2 Installation of the bar screen to reduce the risk of damage to the IPS Pumps.	Goal 1	
3 Consider options for repair or replacement of the Belt Filter Press (BFP) which dewateres the sludge. The BFP drums/rollers are worn and failing.	Goal 1	
4 Improve reliability of SCADA system at the Treatment Plant to reduce plant shutdowns.	Goal 1	
Complete Rate Study.	Goal 3	
5 Initiate City/District analysis and a possible master plan for addressing the Inflow and Infiltration (I and I) into the collection system.	Goal 4	

Intermediate-term (2-5 years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Begin I and I reduction projects.	Goal 1	
2 Reduce Discharge to the Russian River.	Goal 2	

Long-term (6+ years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Achieve Zero Discharge to the Russian River.	Goal 2	

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: PUBLIC WORKS**Division:** LANDFILL

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives		Relation to City-Wide	
		Goal	Comments
1	Complete Environmental Document.	Department-specific	
2	Complete Final Plans, Specs and Permits for Closure Construction.	Department-specific	
3	Begin Closure construction.	Department-specific	

Intermediate-term (2-5 years)

Goal/Objectives		Relation to City-Wide	
		Goal	Comments
1	Maintain Landfill per WDR's from Regional Board.	Department-specific	

Long-term (6+ years)

Goal/Objectives		Relation to City-Wide	
		Goal	Comments
1	Maintain Landfill per WDR's from Regional Board.	Department-specific	

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: PUBLIC WORKS**Division:** RECYCLED WATER

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives		Relation to City-Wide	
		Goal	Comments
1	Complete construction of a portion, or complete Phases 1 through 3 during Fiscal Year 2017/2018.	Goal 1	Bid Documents will be released once final approval is received from the State Water Resources Control Board on the financing and grant.

Intermediate-term (2-5 years)

Goal/Objectives		Relation to City-Wide	
		Goal	Comments
1	Investigate expansion of percolation ponds.	Goal 2	Achieve zero discharge and improve groundwater recharge.

Long-term (6+ years)

Goal/Objectives		Relation to City-Wide	
		Goal	Comments
1	Increase beneficial use under City Water Rights.	Goal 2	

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: PUBLIC WORKS**Division:** TRANSFER STATION

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Transfer Station acquisition complete.	Goal 2	
2 Begin process of annexing Transfer Station Property.	Goal 2	
3 Provide oversight of the rental of the Transfer Station to franchisee.	Department-specific	Ongoing. Meetings with Transfer Station management and site inspections of the facility.
4 To provide supplemental funding of the Sanitary Landfill closure and post closure project.	Department-specific	The rate adjustment will provide additional funding for the closure project.

Intermediate-term (2-5 years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Complete annexation of Transfer Station and associated City properties.	Goal 2	
2 Continue to monitor and oversee operation of the Transfer Station.	Goal 1	Ongoing for as long as the City is in the Transfer Station business.

Long-term (6+ years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Continue to monitor and oversee operation of the Transfer Station.	Goal 1	Ongoing for as long as the City is in the Transfer Station business.

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: AIRPORT

Division:



City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives		Relation to City-Wide	
		Goal	Comments
1	Runway 15-33 Pavement Rehab & Taxiway Relignment Phase 1	Goal 1	FAA Grant Construction Project \$1,260,000.
2	Phase 3 Convert Bulk Fuel storage tank to 20,000 of Jet A.	Goal 1	

Intermediate-term (2-5 years)

Goal/Objectives		Relation to City-Wide	
		Goal	Comments
1	Runway 15-33 Pavement Reduction Phase 2.	Goal 1	FAA Grant Construction Project \$1,900,000.
2	T/W B,D demo: Construction of new T/W A2, A4, R/W 33 Blast pad.	Goal 1	FAA Grant Construction Project \$430,000.
3	Rehab of T/W A, A3 and A5 Design.	Goal 1	FAA Grant Design Project \$60,000.

Long-term (6+ years)

Goal/Objectives		Relation to City-Wide	
		Goal	Comments
1	Rehab of T/W A,A3,&A5	Goal 1	FAA Grant Construction Project \$425,000.

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: ELECTRIC

Division: ELECTRIC DISTRIBUTION



City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Improve customer satisfaction through access to their usage data, outage information and customer programs.	Goal 3	
2 Continue with an aggressive maintenance and system improvement program.	Goal 1	
3 Maintain our Low Carbon electric resource.	Department-specific	
4 Recruit, develop and maintain a skilled workforce.	Goal 4	

Intermediate-term (2-5 years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Develop carbon free community based renewable resources.	Goal 3	
2 Provide the best in class maintenance and system improvements increasing reliability and capacity.	Goal 3	
3 Encourage customer participation in conservation and renewable energy through education and closer customer engagement.	Goal 3	
4 Recruit, develop and maintain a skilled workforce.	Goal 4	

Long-term (6+ years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Provide the best in class technology for maintenance and system upgrades.	Goal 1	

2	Continue to encourage customer participation in conservation and renewable energy through education and closer customer engagement.	Goal 3	
3	Recruit, develop and maintain a skilled workforce.	Goal 4	
4	Research and develop additional services and products.	Department-specific	

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: ELECTRIC**Division:** ELECTRIC ADMINISTRATION

City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Improve customer satisfaction through access to their usage data, outage information and customer programs.	Goal 1	
2 Continue with an aggressive maintenance and system improvement program.	Goal 1	
3 Maintain our Low Carbon electric resource.	Department-specific	
4 Recruit, develop and maintain a skilled workforce.	Goal 4	

Intermediate-term (2-5 years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Develop carbon free community based renewable resources.	Goal 3	
2 Provide the best in class maintenance and system improvements increasing reliability and capacity.	Goal 3	
3 Encourage customer participation in conservation and renewable energy through education and closer customer engagement.	Goal 3	
4 Recruit, develop and maintain a skilled workforce.	Goal 4	

Long-term (6+ years)

Goal/Objectives	Relation to City-Wide	
	Goal	Comments
1 Provide the best in class technology for maintenance and system upgrades.	Goal 1	

2	Continue to encourage customer participation in conservation and renewable energy through education and closer customer engagement.	Goal 3	
3	Recruit, develop and maintain a skilled workforce.	Goal 4	
4	Research and develop additional services and products.	Department-specific	

Performance Goals and Objectives

Fiscal Year: 2017-18

Department: ELECTRIC

Division: PUBLIC BENEFIT



City-Wide Goals	Description
Goal 1	A plan for public infrastructure
Goal 2	Employ sound planning principles to the City and greater valley
Goal 3	Promote and strengthen economic development
Goal 4	Improve the organizational workplace environment

Near-term

Goal/Objectives		Relation to City-Wide Goal	Comments
1	Re-allocate funding to programs offered.	Department-specific	
2	Review and develop programs to benefit electric customers. Meet State mandated reporting requirements.	Department-specific	
4	Meet program performance goals and objectives.	Department-specific	

Intermediate-term (2-5 years)

Goal/Objectives		Relation to City-Wide Goal	Comments
1	Develop electric energy programs that are useful and beneficial to our customers.	Goal 3	
2	Review funding allocation and performance of each program offered.	Department-specific	
3	Review and develop programs to benefit electric customers.	Department-specific	
4	Meet State mandated reporting and program performance goals.	Department-specific	

Long-term (6+ years)

Goal/Objectives		Relation to City-Wide Goal	Comments
1	Review funding allocation and performance of each program offered.	Department-specific	
2	Review and develop programs to benefit electric customers.	Department-specific	
3	Meet State mandated reporting and program performance goals.	Department-specific	